APMC 98-2

ELECTIVE CATALOG

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ELECTIVE DESCRIPTIONS

002

TITLE: RELAXATION AND STRESS REDUCTION

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 11 **CLASSROOM HRS:** 9 (Three Classes: First Class--3 hours; Second Class--3 hours; Third Class--3 hours)

OUTSIDE PREP HRS: 2 hours

CLASS SIZE: MIN - 1 **MAX** - 30

INSTRUCTOR: D. FUJII/MANAGERIAL DEVELOPMENT DEPT/BLDG 202/RM 202/EXT (703) 805-4973

SPONSOR: D. FUJII/MANAGERIAL DEVELOPMENT DEPT/BLDG 202/RM 202/EXT (703) 805-4973

PURPOSE AND OBJECTIVES: This elective is designed to help the student who has **never had a course in stress management** and is interested in learning different relaxation techniques to cope with stress. If you have taken a course or workshop in stress management, **do not** sign up for this elective.

PRESENTATION METHOD: The purpose of the first class is to enable the learner to recognize his or her symptoms of stress, to master the technique of deep diaphragmatic breathing, and to practice active progressive relaxation. The emphasis during the second class will be on having the participants learn how to use and apply meditation, visualization and autogenics. During the third class, the learners will share their relaxation and stress reduction experiences, examine the subject of job stress management and ways to cope with job-related stressors, study the role played by nutrition and exercise in managing stress, and evaluate the elective. Lecture, discussion, videotapes, exercises, and biofeedback equipment will be used throughout the classes.

REMARKS: During the first class (3 hours), you will receive an overview of the nature of stress and its symptoms; identify your individual sources of stress; learn how to use the GSR2 and other biofeedback devices; and practice deep breathing and active progressive relaxation. During the second and third classes (3 hours each), you will receive instruction on and the chance to practice specific relaxation techniques such as autogenic training, visualization, self-hypnosis and meditation. The majority of the stress management techniques require a willingness to try things that are new, unfamiliar, awkward and perhaps uncomfortable. **Sign up only if (a) you are serious about managing your stress, (b) you have never taken a course or workshop in stress management, and (c) you are willing to try techniques that are totally unfamiliar to you.** Due to a limited number of GSR2 units, **enrollment will be closed after 30 students have registered.** A waiting list will be maintained to fill vacancies created by persons withdrawing.

022

TITLE: STRUCTURING MULTIPLE INCENTIVE CONTRACTS

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 30

INSTRUCTOR: W. SUMMERS/CONTRACT MGT DEPT/BLDG 204/RM 207/EXT (703) 805-5151

SPONSOR: W. SUMMERS/CONTRACT MGT DEPT/BLDG 204/RM 207/EXT (703) 805-5151

PURPOSE AND OBJECTIVES: Initially provide a brief review and expansion on the structuring of cost only incentive contracts. Then provide a systematic process for structuring multiple incentive contracts. Learn how to select incentive parameters, develop appropriate incentive values, and conduct trade-off analysis on how performance incentives interrelate.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Since the use of firm fixed price contracts during the development of weapon systems is highly discouraged, program management personnel are more actively pursuing the use of incentive type contracts to motivate contractors toward the achievement of higher levels of performance where substantial Government benefit exist. The use of multiple incentive contract arrangements, used primarily on NASA and Air Force space programs in the past, provide enhanced motivational tools for the PM in reducing total program cost while incorporating the concept of Cost as an Independent Variable (CAIV).

024

TITLE: GOAL-SETTING 101, OR "WHAT DO I DO WITH THE REST OF MY LIFE?"

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 7 **CLASSROOM HRS:** 7 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX** - 30

INSTRUCTOR: D. DECOURSEY/SPMD-CSAD/BLDG 226/RM 210/EXT (703) 805-5150

SPONSOR: D. DECOURSEY/SPMD-CSAD/BLDG 226/RM 210/EXT (703) 805-5150

PURPOSE AND OBJECTIVES: To introduce you to (or refresh your memory about) fundamental techniques for setting (i.e., choosing) and achieving personal and career goals and to expose you to the abundance of goal-setting materials available to assist you in the pursuit of your goals.

PRESENTATION METHOD: Lecturettes, videos, individual and group exercises. We usually start with a "needs assessment" to find out what you are looking for, and then use some stimulating materials to get ourselves focused and to begin to answer participants' questions, like:

- How do I know what goals to set?
- Where do I go with my life from here?
- What should my goals be?
- What is realistic?
- How do I keep on track toward my goals?
- How do I resolve conflicts between my career goals and my personal goals?

We won't have all the answers, and we won't be able to lay out a new "life direction" for you in only 7 hours, but perhaps we can provide some ideas or suggestions that will help you decide which way you want to go, and begin moving you in that direction.

REMARKS: This elective presents thoughts and ideas that will be beneficial to anyone in the acquisition workforce, but that are not specifically oriented toward defense systems acquisition management. You will be asked to participate and to share some of your personal experiences (i.e., this is not just a lecture--you will be asked to get involved).

NOTE: You are encouraged to bring your spouse to this class. You can register him/her for the class by filling out a registration form that will be made available to you in the "ILP admin" session in week 1.

027

TITLE: MANAGING CIVILIAN PERSONNEL

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 35

INSTRUCTOR: C. PEARSON/DSMC HUMAN RESOURCES DEPT, CIVILIAN PERSONNEL OFFICE/BLDG 291 (TRAILER)/EXT (703) 805-2154

SPONSOR: C. PEARSON/DSMC HUMAN RESOURCES DEPT, CIVILIAN PERSONNEL OFFICE/BLDG 291 (TRAILER)/EXT (703) 805-2154

PURPOSE AND OBJECTIVES: Leadership in a DOD program management office consistently involves oversight of a civilian work force. Many APMC students have had either no previous exposure to DOD civilians or have been frustrated in their interaction with civilian personnel offices. This elective focuses on student concerns about managing a civilian work force within the constraints of the Federal Civil Service System. Priority attention will be given to specific areas of interest expressed by each class and will also include information about the concept of merit, awards, leave, classification, recruitment, management employee relations, public laws that underlie regulatory requirements, basic features of the functions of civilian personnel management, and building effective relationships with civilian personnel representatives. Since motivation of civilian workers has routinely surfaced in previous APMC classes as an area of specific interest, some special emphasis will be given to this issue.

PRESENTATION METHOD: An introductory lecture provides a framework for seminar discussion that encourages a frank and candid student interchange about problems encountered and any frustrations experienced in meeting civilian personnel management objectives. Potential solutions will be shared by the class in terms of realistic expectations and a results orientation.

REMARKS: This elective presents material that is beneficial to managers in general and, while compatible with program management, is not directly related to defense systems acquisition management. The course provides a basic overview and orientation, and some senior civilians have suggested it is better suited for military officers. Almost all civilians who attend, however, help to reinforce course purposes and objectives.

028

TITLE: TECHNICAL REVIEWS AND SYSTEMS ENGINEERING: AN INTEGRATED GOVERNMENT/INDUSTRY STRATEGIC PERSPECTIVE

FUNCTIONAL DISCIPLINE: Systems Engineering Management (SE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 70

INSTRUCTOR: MR. FRED DEHNER/SANDERS, A LOCKHEED MARTIN COMPANY

SPONSOR: J. SNODERLY/SYSTEMS ENGINEERING MGT DEPT/BLDG 208/RM 104/EXT (703) 805-5258

PURPOSE AND OBJECTIVES: This material will enhance Program/Technical Manager understanding of the system engineering process as well as the need for and basis of a tailored, integrated Government - Industry technical review process to ensure enhanced operational capabilities for the U.S. Armed Forces.

PRESENTATION METHOD: Lecture/discussion centered around the use and rationale behind EIA/IS 632 as well as the Sanders system engineering process model.

REMARKS: This elective presents an integrated Government - Industry perspective to ensure that the system engineering process on a program has been properly punctuated by technical design reviews. The intent is to emphasize the use of a system engineering management process that will yield the "first and every time" an integrated, producible, and supportable design delivered in an operationally effective and suitable system. The timing, staging, and appropriateness of industry and government technical reviews are discussed and illustrated through presentation of the Sanders system engineering process and its correspondence to the intent of EIA/IS 632. The risks associated with calendar driven rather than event driven technical reviews are presented. The elective builds upon the material presented in the APMC course and emphasizes operational user need satisfaction as the only real objective for the system engineering process.

031

TITLE: NIMA's IMPACT ON WEAPON SYSTEM ACQUISITION

FUNCTIONAL DISCIPLINE: Systems Engineering Management (SE)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 25

INSTRUCTORS: GUEST INSTRUCTORS FROM THE NATIONAL IMAGERY AND MAPPING AGENCY (NIMA) POC: MAJOR JEFFREY HAAK (703) 805-3605

SPONSOR: K. SCHOONOVER/SYSTEMS ENGINEERING MGT DEPT/BLDG208/RM212/EXT (703) 805-5288

PURPOSE AND OBJECTIVES: The purpose of this elective is to familiarize program managers with basic concepts of Geospatial Information (GI) for the system acquisition process. Awareness of MC&G requirements has become increasingly important as technology develops "smarter" weapon systems. It is, therefore, **ESSENTIAL** that GI requirements be considered from milestone zero in the system concept phase with reassessments at each milestone. The National Imagery and Mapping Agency must be actively involved through this process to ensure the customer will have adequate data coverage upon delivery of the weapon system at Initial Operating Capability (IOC). Failure to assess these considerations can lead to millions of dollars in cost overruns when there is no MC&G data support available during the test and development phases, thus causing fielding schedules delays. Also, system managers must be aware how geodetic/geophysical data such as gravity and precise/accurate coordinates can have direct impact on the success or failure of the weapon system performance. This is a system **showstopper** without the proper NIMA products and data to execute their mission and guide their weapon.

PRESENTATION METHOD: The first two hours includes an overview of how gravity and geodetic coordinates affect weapon system delivery, an understanding of how regional and global map reference systems (datums) influence weapon system accuracy, NIMA product accuracy, and how this can effect system design and performance, the Global Positioning System (GPS), GPS accuracy and limitations, differential GPS, and the impact of GPS on navigation and weapon systems. NIMA Digital Products (1 1/2 hours) provides an introduction to DMA digital standards, current products, and those presently under development.

REMARKS: This elective presents material to future managers of programs about the importance of Geospatial Information in the success or failure of the performance of a weapon system. Managers MUST be aware of the trends in GPS in the civilian and military community, how geodetic coordinate data accuracy impacts combat operations, how NIMA supports the Unified commanders in a crisis or contingency, who should be identifying hard copy and soft copy geographic information needed to execute their mission and guide their weapon systems, and understand why UTM grid and geodetic coordinates must be on a common global reference system in support of theater operational requirements.

NOTE: This elective will be conducted at the National Imagery and Mapping Agency, three blocks from DSMC. Maps will be distributed prior to the elective and will indicate exact building and room location. Classification level of instruction will be unclassified.

066

TITLE: EXPERT WITNESS TOOLS AND TECHNIQUES

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX -** 30

INSTRUCTOR: DR. ROBERT A. WARREN / NAVAL ACCIDENT RECONSTRUCTION CONSULTANT

SPONSOR: R. ZITTEL/SYSTEMS ENGR MGT DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: This elective is intended to acquaint the student with communication control tools and techniques to be used in adversarial situations involving, among others, the courts, the Congress, the media, auditors and public interest groups. Among the issues to be addressed are briefing and testimony preparation, establishing expertise and credibility, dealing with pressure, and recognizing and responding to interrogation techniques. Current animation and simulation techniques will be addressed.

PRESENTATION METHOD: Lecture/Discussion/Videotape.

REMARKS: Dr. Warren has been an expert witness in naval accident reconstruction for over 25 years. He has given over a thousand hours of deposition and trial testimony for hundreds of lawyers. His focus is on the technical witness, as many program managers have the potential to be. In addition, Dr. Warren earned his doctorate in systems engineering management and has taught world-class systems engineering for over a decade. He is the author of The Effective Expert Witness, Proven Strategies for Successful Court Testimony, 1997 - one of the first legal guidebooks written by and for the technical expert.

080

TITLE: THE RIGHT STUFF

FUNCTIONAL DISCIPLINE: Managerial Development (MD), Principles of Program Management (PM)

CREDIT HRS: 3 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MIN - 7 **MAX** - 40

INSTRUCTOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

PURPOSE AND OBJECTIVES: What characteristics distinguish DOD's best acquisition program managers? DSMC sought the answer to this question in a series of research studies that identified the leadership and management competencies possessed by selected program managers from the service acquisition commands. The studies were based on the premise that the best way to find out what it takes to be a good program manager is to analyze the job's outstanding performers and identify what they do that makes them so effective. These studies included in-depth interviews with program managers and follow-on surveys of a larger sample of program managers and other acquisition professionals. This elective will cover the study methodology, findings and implications for students as they return to the acquisition workforce.

PRESENTATION METHOD: Lecture summarizing research findings/video segment of program manager interview/student small group exercises/discussion of implications for students.

REMARKS: A read ahead article summarizing research results and methodology will be provided.

133

TITLE: INTRODUCTION TO ACQUISITION REPORTING FOR MAJOR DEFENSE ACQUISITION PROGRAMS

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTORS: OUSD(A)API/PM PERSONNEL

SPONSOR: A. LACHEL/EARNED VALUE MGT DEPT/BLDG 206/RM 107/EXT (703) 805-5089

PURPOSE AND OBJECTIVES: This executive level elective provides an overview of acquisition policy and reporting as it applies primarily to major defense acquisition programs (MDAPs). The purpose, content, and interrelationships of the Acquisition Program Baseline (APB), the Defense Acquisition Executive Summary (DAES), the Selected Acquisition Report (SAR), and Nunn-McCurdy Unit Cost Reporting are discussed. The APB is between the Program Manager and appropriate Acquisition Executive which is prepared initially at Milestone I and subsequently revised at major milestone decisions or breaches of the current approved APB. The DAES is a quarterly report that is designed to provide OSD advance indications of both potential and actual program problems before they become significant. The SAR is a program status report required by law and sent to Congress annually with quarterly exceptions. Nunn-McCurdy Unit Cost Reporting is a legal requirement that has been incorporated in the quarterly DAES reports, in exception SARs, and in SecDef program certifications. This elective will also discuss the Consolidated Acquisition Reporting System (CARS), which is a large automated management information system used by over 100 program offices, PEOs, and OUSD (A) staff to generate required acquisition baselines/reports and to support program analysis.

PRESENTATION METHODS: The overview of acquisition reporting requirements for MDAPs will be covered during the first three hours and can accommodate 30 participants.

REMARKS: This elective presents detailed materials and exposure to acquisition reporting policy and software systems not specifically addressed in APMC.

135

TITLE: CERTIFIED PROFESSIONAL CONTRACTS MANAGER (CPCM) EXAM PREPARATION

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 30 **CLASSROOM HRS:** 20 **OUTSIDE PREP HRS:** 10

CLASS SIZE: MIN - 4 **MAX** - 20

INSTRUCTOR: F. MENEELY/CONTRACT MGT DEPT/BLDG 204/RM 200/EXT (703) 805-4478

SPONSOR: F. MENEELY/CONTRACT MGT DEPT/BLDG 204/RM 200/EXT (703) 805-4478

PURPOSE AND OBJECTIVES: The National Contract Management Association established the CPCM program to recognize individuals who have obtained a high level of education, experience and training in the procurement and contracting profession. This elective is a study group, led by the contract management faculty, that meets weekly to discuss contracting issues to prepare individuals to sit for the CPCM exam. Combined with the general course of study in the Advanced Program Management Course, the student is, perhaps, in his or her best position to pass the exam.

PRESENTATION METHOD: Individual/Group Study.

REMARKS: Qualified applicants for the CPCM program must have a bachelor's degree, a minimum of 192 hours of instruction in eight procurement and procurement-related areas, and a minimum of two years of procurement experience. They must also successfully complete the six-hour essay exam held in May and November each year at numerous locations across the country.

NOTE: Additional information can be obtained from the sponsor.

136

TITLE: THINK 101: AN EXPEDITION INTO THINKING, CHANGE & CREATIVITY: IT'S *NOT* IF WE ARE CREATIVE; BUT *HOW* WE ARE CREATIVE. AND IT'S NOT *IF* OUR IPT WILL MANAGE CHANGE; BUT *HOW WELL*.

FUNCTIONAL AREA: Managerial Development (MD), Program Management (PM)

CREDIT HRS: 8 **CLASSROOM HRS**: 8-9

OUTSIDE PREP HRS: 30-45 mins total
Complete and turn in the KAI inventory (15-20 mins)
Complete and turn in the Expedition Visa request (10-15 mins)
Optional reading: DODD 5000.1, sec D.1.6 & DODD 5000.2R, sec 1.6 & 5.4 (5 mins)

CLASS SIZE: MIN- 16 **MAX**- 30

SPONSOR & INSTRUCTOR: B. OLSEN/Logistics Mgt Dept/Bldg 207/Rm 09/ ph 805-2648, Olsen_bill@dsmc.dsm.mil

PURPOSE AND OBJECTIVES: To understand the thinking behind how we as individuals on a team interact. To develop skills needed to excel at communication and in managing change in programs and organizations. The objectives are threefold:
1. (MD) Gain an understanding in how you and others are creative. This will be used to better understand thinking style, interpersonal skills, team dynamics and presentation skills. This will also provide insight into improving your effectiveness in communicating.
2. (MD) Tools and techniques in creativity, idea capturing and problem solving will be learned real-time. These tools are practical for use at the office as well as home.
3. (PM) Through real-time team dynamics, participants will gain an understanding of how IPTs manage the challenge of creating dramatic change. The session will result in participant recommendations for implementing and/or improving their own IPTs.

PRESENTATION METHOD:
1. **Expedition:** This session is *not* a class nor training nor a meeting; it's *different*. Managing dramatic change requires a very different approach. Truly effective IPTs are different. KAI provides a very different psychometric tool for proactively leveraging team dynamics. The Think 101 session will be an expedition into different thinking. It will introduce *expeditionary thinking* ™ and *the Seven Levels of Change* ™.
2**. In preparation, participants complete an Expedition VISA request and the Kirton Adaption-Innovation (KAI) Inventory.** These instruments will be provided in advance. The Visa is used to gain an understanding of the participant's needs. KAI is a self-report survey instrument that assesses how you are creative. The KAI and Visa must be turned in prior to the elective. KAI results will be fed back with interpretive comment, including application of KAI theory as well as interpersonal approaches to creativity and problem solving. Implications for organizational culture, team building and managing

change will be shared. Both the Visa and KAI results will be used to tailor the course to the needs of the participants.

REMARKS:

1. The KAI inventory requires less than 20 minutes to complete. KAI inventories must be returned no later than 48 hours in advance. Spouses, faculty and alumni are welcome to attend and must also complete the KAI inventory and Visa.
2. Everyone working in or expected to be assigned to an IPT should benefit.
3. Everyone with a family or significant other should benefit.
4. This is an expedition. Dress the part. Expeditionary clothing is welcome, including denims or shorts, T-shirts, comfortable shoes or sandals.
5. This is an expedition. Bring your lunch. We will be on the trail of a rapid *unlearning* adventure. There will NOT be any opportunity during this 8-5 day for outside activities. (athletics, errands, etc). Bring lunch as well as trail snacks and liquid refreshments.
6. Think 101 is a brief sample of a Thinking Expedition ™, a workshop sponsored by DSMC requiring 3-5 intense days. The full Thinking Expedition is a major undertaking tailored for a complete team, IPT or Program Office. This is appropriate for a team tasked to produce fundamental changes and unique results under a demanding schedule. Think 101 students will gain an understanding of the full Thinking Expedition to consider it's utility for their program. References will be provided of DOD IPTs that have used Thinking Expeditions to jump-start their teams to rapid successes.
7. Also see elective #396, a 3-hour version tailored for spouses.

148

TITLE: DR. DEMING'S 14 POINTS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 2

CLASS SIZE: MIN - 2 **MAX -** 36

INSTRUCTOR: J. GOULD/TEST & EVALUATION DEPT/BLDG 208/RM 207/EXT (703) 805-4975

SPONSOR: J. GOULD/TEST & EVALUATION DEPT/BLDG 208/RM 207/EXT (703) 805-4975

PURPOSE AND OBJECTIVES: Overview discussion of Dr. Deming's 14 points and how he personally changed people's lives.

PRESENTATION METHOD: Discussion/Video Tapes.

PREREQUISITES: Read ahead, DEMING: The Way We Knew Him

161

TITLE: ALL ABOUT THE OSD CAIG

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX –** N/A

INSTRUCTOR: G. PENNETT/OSD PA&E/RM 2C310 PENTAGON/(703) 695-7282

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

PURPOSE AND OBJECTIVES: This course is presented from the perspective of an OSD analyst and is designed to prepare the student to deal with the OSD Cost Analysis Improvement Group (CAIG) review. Preparing for and successfully negotiating the path through the OSD acquisition review process is one of the major challenges for the PM and the program office. The requirements for data, analyses, cost estimates, and documentation are frequently not well understood. In many cases, the type of issues and questions raised at the OSD CAIG review are not addressed during the service review of the program.

Topics to be addressed include: What is the CAIG? How does the CAIG review affect the program? Current practice concerning cost estimates; What the CAIG looks at/for; and OSD/military department differences.

This seminar is part of the Funds Management Elective Track. Students who sign up for the track are pre-registered for this elective and have priority.

PRESENTATION METHOD: This is an opportunity to participate in a seminar with an experienced cost analyst. Consequently, the elective is designed to go beyond the core funds management lessons in APMC. Mr. Pennett will use a prepared presentation as the framework of the elective. However, the real benefit will be derived from the discussion of your questions and issues.

172

TITLE: THE BLIMP IS BACK--AIRSHIPS THEN AND NOW

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM), Systems Engineering Management (SE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: M. MEARS/SCHOOL OF PROGRAM MGT/BLDG 226/RM 204/ EXT (703) 805-4566

SPONSOR: M. MEARS/SCHOOL OF PROGRAM MGT/BLDG 226/RM 204/EXT (703) 805-4566

PURPOSE AND OBJECTIVES: To acquaint students with the design characteristics of modern day airships compared to those of past airships. Basing, training, and employment methods being used for airships today will be discussed.

The elective includes an overview of the principles of airship flight, gas management, fly-by-light flight controls, ground handling, and other airship peculiar design factors. Unique problems such as training a government team in the "lost art" of airship design then applying modern methods and state-of-the-art technology and materials to the design will be included. Examples of design tradeoff analyses, Federal Aviation Administration/Civil Aviation Authority (United Kingdom's FAA) interface, and dealing with offshore contractors will be addressed.

PRESENTATION METHOD: Lecture/Class Discussion/Videotape.

REMARKS: The presenter was program manager/engineering manager for the Naval/DARPA/Air Defense Initiative Airship Program (YEZ-2A) for five years (concept exploration through engineering development). He has flown a majority of the airship types in use today.

183

TITLE: PREPARATION FOR PROJECT MANAGEMENT PROFESSIONAL (PMP) EXAMINATION

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM)

CREDIT HRS: ***3 **CLASSROOM HRS: 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 15 **MAX -** 200

INSTRUCTOR: DR. J. DAVIDSON FRAME, DIRECTOR OF EDUCATION, PROJECT MANAGEMENT INSTITUTE (PMI); FORMER DIRECTOR OF CERTIFICATION FOR PMI; AND CURRENTLY DIRECTOR, INTERNATIONAL CENTER FOR PROJECT MANAGEMENT EXCELLENCE, GEORGE WASHINGTON UNIVERSITY, WASHINGTON, D.C.

SPONSOR: W. BAHNMAIER/PRINCIPLES OF PROG MGT DEPT/BLDG 202/RM 222/EXT (703) 805-4980

PURPOSE AND OBJECTIVES: The Project Management Institute (PMI) is an international, non-profit professional association dedicated to advancing the state-of-the art in project management. PMI's Project Management Professional (PMP) certification is recognized by Industries throughout the world as a managerial prerequisite for their major programs. Benefits of certification are the enhancement of knowledge, skills, and visibility as a project management professional. Certification is conferred after successfully completing the application process (which includes passing the PMP Certification Exam and acceptance by PMI of applicant's education and experience credentials). Elective 183 is offered near the end of the APMC (precise date to be determined). Due to the instructor's availability only in the evening, this elective is given from 1800-2100 on the date selected. The Elective gives applicants (and non-applicants if they desire to take the elective) an opportunity to understand test administration procedures and key points to be addressed in the exam. Despite the utility of this Elective in preparing for the PMP exam, APMC and ISAC course work provide the best possible detailed preparation for the PMP Exam.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Application forms for either the PMP certification exam and/or membership in PMI will be made available at the Elective Open House in week 1, or can be obtained at any time from the Elective Sponsor. For students registering to take the

PMI examination either during or after the APMC, study materials are available in both the DSMC Library (hard copies) and Learning Resource Center (LRC) (computer disks with practice exam material).

*****While the elective is 3 hours, if you participate in student organized study groups and register for the exam, you can receive a total of 40 hours of credit towards individual learning. The date for the 3 hour session is 23 Jul from 1800-2100 in Howell Auditorium, Bldg. 226.

204

TITLE: SHIPBUILDING

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 40

INSTRUCTOR: B. F. TIBBITTS/JOHN J. MCMULLEN ASSOC/EXT (703) 412-3161

SPONSOR: J. CLOSS/MANUFACTURING MANAGEMENT/BLDG 209/RM 205/EXT (703) 805-3772

PURPOSE AND OBJECTIVES: This elective provides an overview of the naval ship design and procurement process. It will provide the student information on the following:

a. The complexity and challenges of the naval ship design, acquisition, and construction process

b. The roles of the Program Manager (SHAPM, PEO, or DRPM), Participating Managers (PARMs), Naval Sea Systems Command (NAVSEA) engineers, shipbuilding industry, Supervisor of Shipbuilding (SUPSHIP), Board of Inspection and Survey (INSURV) and Assistant Secretary of the Navy (Research, Development and Acquisition) ASN(RDA) from prior to Milestone 0 through delivery of IOC.

c. The state of the naval shipbuilding program, the state of the U.S. shipbuilding industry, and the impact of each upon the other.

d. How the process is being “re-engineered” by new tools such as simulation based design and new approaches such as Acquisition Reform.

PRESENTATION METHOD: Lecture/Handouts.

REMARKS: Some have asserted that "ships are different," and therefore they should be designed and acquired different to other major weapon systems. For many years these differences were tacitly accepted by decision-makers as justifying tailoring of the ship acquisition process. This no longer appears to be the case, as naval ship acquisitions are more and more being required to abide by the "letter of the law." In many respects, however, ships are different. This elective will describe these differences, as well as the similarities with other acquisition programs.

216

TITLE: CAPITOL HILL WORKSHOP - TRACK

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Funds Management (FM)

CREDIT HRS: 16 **CLASSROOM HRS:** 16 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 25 **MAX -** 55

INSTRUCTORS: FACULTY MEMBERS OF THE GOVERNMENT AFFAIRS INSTITUTE AT GEORGETOWN UNIVERSITY AND GUEST SPEAKERS

SPONSOR: J. VINCENT/SCHOOL OF PROGRAM MANAGEMENT DIVISION/ BLDG 226/RM 105/EXT (703) 805-4585

PURPOSE AND OBJECTIVES: To give the student more in-depth information about the history, organization, and operations of the U. S. Congress than will be presented in the core curriculum.

PRESENTATION METHOD: Participants will travel to Capitol Hill for four consecutive Thursday afternoons seminars conducted by the Government Affairs Institute of Georgetown University. Speakers will include, Congressional Representatives, Senators, staffers, members of the various government agencies (Congressional Budget Office, Government Accounting Office, etc.) lobbyists, faculty members from Georgetown University and other experts with first hand knowledge of Congressional affairs. Specific subjects may include the constitutional basis for the War Powers Act, a forecast for the defense budget, the role of the armed services legislative liaison staffs, congressional oversight, and the role of the congressional staff in the defense appropriation process.

Round trip bus transportation from Bldg 202 to Capitol Hill will be provided.

REMARKS: This elective builds upon the information on Congress provided in the core curriculum. It is designed for the student whose official duties will involve him or her with the legislative process on a regular basis. In the case of over-subscription, primary enrollment preference will be given to students with current or follow-on assignments to their service headquarters staff, PEO staff, legislative liaison, or senior program management positions.

To enroll, a student will submit a short paragraph on a separate piece of paper outlining their duties in their current or anticipated assignment. These paragraphs should be no longer than 5 sentences, and may be hand written. They can be hand carried over to Sharon Boyd in Bldg 226, Rm 107, or e-mailed to Sharon by 20 May- due date for all ILP's.

217

TITLE: ACQUISITION REFORM, STREAMLINING DEFENSE ACQUISITION

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 20 **MAX -** 60

INSTRUCTOR: E. HIRSCH/EXECUTIVE INSTITUTE/NDIA CHAIR/BLDG 202/RM 131/EXT (703) 805-4944
T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ ACQUISITION LAW CHAIR

SPONSOR: E. HIRSCH/EXECUTIVE INSTITUTE/NDIA CHAIR/BLDG 202/RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To provide students current and timely insight on the status of the acquisition reform initiatives in OSD, Congress and the acquisition community.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This elective will provide insight on OSD acquisition reform initiatives starting with a review of the recommendations submitted to the Congress by the Acquisition Law Advisory Panel (Section 800 Panel) followed by FASA-94, FARA 95, FAR/DFAR implementation, and 1996 Acquisition Reform Legislation included in the Defense Authorization Bill. Discussion will center on OSD priority actions underway in undertaking a comprehensive reform effort to streamline DOD's acquisition system. Current status of Acquisition Reform implementation will also be addressed along with new legislation for FY'98 and impact of leadership changes in OSD.

230

TITLE: INTRODUCTION TO REMOTELY SENSED IMAGERY (RSI) AND GEOGRAPHIC INFORMATION SYSTEMS (GIS)

FUNCTIONAL DISCIPLINE: Systems Engineering Management (SE)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTORS: GUEST INSTRUCTORS FROM NATIONAL IMAGERY AND MAPPING AGENCY (NIMA) POC: CPT R. J. MURASKI (703) 805-2785

SPONSOR: K. SCHOONOVER/SYSTEMS ENGINEERING MGT DEPT/BLDG 208/RM 212/EXT (703) 805-5288

PURPOSE AND OBJECTIVES: The purpose of this elective is to familiarize program managers with basic concepts and applications of Remotely Sensed Imagery (RSI) such as the LANDSAT and SPOT imagery and how RSI is being used extensively in battlefield management planning systems. RSI plays a significant role throughout DOD in military application using Geographic Information System (GIS), a computer-based system designed to serve as a management tool for manipulating various geographic data such as RSI, NIMA digital data, and order of battle information, thus allowing the field commander to simulate and model the battlefield for better battlefield management.

PRESENTATION METHOD: Introduction to Remotely Sensed Imagery (RSI) and Geographic Information System (GIS) (1 hour) consists of an overview of RSI, the current and proposed earth resource satellite availability (i.e., LANDSAT 6 and 7), applications of RSI, Spectral Reflectance, Introduction to GIS, and major functions/uses of GIS. Introduction to RSI and GIS will include hands-on practical exercises (1.0 hours) in basic fundamental in RSI and GIS. The RSI practical exercise consists of LANDSAT imagery manipulation, imagery enhancement, and creating terrain databases for terrain analysis. The GIS practical exercise will involve taking the databases created from RSI and working through a simulated battlefield scenario using GIS techniques. NIMA Digital Data (1.5 hours) includes demonstration of various standardized NIMA digital products currently being used through DOD on C^3I mission planning systems as well as future NIMA prototype digital products.

REMARKS: Program managers should be aware of growths and trends in RSI and GIS community and increased use of these productions on C^3I systems throughout DOD. This elective is a **MUST** course for those managers of programs that rely on LANDSAT/SPOT imagery and digital data to execute their mission and guide their weapon systems.

NOTE: This elective will be conducted at the National Imagery and Mapping Agency, three blocks from DSMC. Maps will be distributed prior to the elective and will indicate exact building and room location. Classification level of instruction will be unclassified.

243

TITLE: FOODCORP LEADERSHIP SIMULATION

FUNCTIONAL DISCIPLINE: Managerial Development (MD), Principles of Program Management (PM)

CREDIT HRS: 10 **CLASSROOM HRS:** 8 **OUTSIDE PREP HRS:** 2

CLASS SIZE: MIN - 8 **MAX** - 24

INSTRUCTOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

PURPOSE AND OBJECTIVES: To provide participants with a "hands on" assessment of their management and leadership skills.

PRESENTATION METHOD: Small group exercise (simulation) followed by feedback and discussion.

REMARKS: Foodcorp was created by the New York University Graduate School of Business and is being used by both public and private sector organizations for executive development. Current users include Shearson-Lehman, American Express, Ralph Lauren, and the Federal Government's Executive Potential Program. Foodcorp is an interactive behavioral simulation that highlights the organizational dynamics that occur as participants address a spectrum of realistic management and leadership issues. The learning process is experimental ("learning by doing"). Foodcorp allows participants to share an experience and then step aside and become students of their own behavior. Through follow-up discussions and feedback sessions, each participant can then reflect on their personal style and its impact on their effectiveness.

253

TITLE: WRITING MECHANICS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 2 **MAX** - 30

INSTRUCTOR: D. COSTELLO/EDUCATION DEPT/BLDG 205/RM 206/EXT (703) 805-5427

SPONSOR: D. COSTELLO/EDUCATION DEPT/BLDG 205/RM 206/EXT (703)805-5427

PURPOSE AND OBJECTIVES: The purpose of this elective is to provide a refresher course on how to write effectively by avoiding common errors in grammar, punctuation, word usage, and style. The objective is to learn how to become a better writer by recognizing and applying accepted usage standards.

PRESENTATION METHOD: I will solicit your learning needs and expectations; lecture, discussion, and a few short exercises will be used. During the class, a DSMC Press editor will interact with students during a panel discussion of how to get published in Program Manager magazine, the Acquisition Review Quarterly journal, and/or other DSMC publications.

REMARKS: Material is drawn from my experience and several writing guides. Reviewing your service's writing guide (DSMC Library) prior to class will be helpful to you.

265

TITLE: DEPARTMENT OF DEFENSE--IMPLEMENTATION OF THE ACQUISITION CORPS (AC)

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 15 **MAX -** 35

INSTRUCTOR: DR. JANET L. S. BROWN, CHIEF, CAMB, PERSCOM, HOFFMAN II, RM 7S37, (703) 325-2769/DSN 221-2769/FAX (703) 325-8111

SPONSOR: C. PEARSON/DSMC HUMAN RESOURCES DEPT, CIVILIAN PERSONNEL OFFICE/BLDG 291 (TRAILER)/EXT (703) 805-2154

PURPOSE AND OBJECTIVE: To inform and instruct participants in military and civilian the personnel management of the Acquisition Corps.

PRESENTATION METHOD: Lecture/Film/Discussion.

REMARKS: This elective provides the implementation status of Department of Defense Acquisition Corps. Department of Defense has been given the mission to develop a dedicated pool of highly qualified military and civilian acquisition specialists to fill designated critical acquisition positions while ensuring that the development of personnel systems reflects keen regard for operational realities. In carrying out this mission, each component develops, manages, and evaluates programs, policies, and procedures to recruit, select, refer, train, assign and provide career guidance to the Acquisition Corps. This course will contrast how the services carry out this mission. Every Acquisition Corps member or individuals who want to be a corps member should attend.

267

TITLE: PERRY LEARNING ENVIRONMENT PREFERENCES FEEDBACK

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 2

CLASS SIZE: MIN - 2 **MAX** - 36

INSTRUCTOR: J. GOULD/TEST AND EVALUATION DEPT/BLDG
208/RM 207/EXT (703) 805-4975

SPONSOR: J. GOULD/TEST AND EVALUATION DEPT/BLDG
208/RM 207/EXT (703) 805-4975

PURPOSE AND OBJECTIVES: Adult learning follows a natural invariant sequence that is hierarchical in nature. Starting from a view of knowledge as being either right or wrong where the teacher has all the right answers and is obligated to give them to the student, cognitive growth allows the student to understand all right answers may be different when the context changes. Students at this level seek mutuality of learning in learning teams and search for multiplicity/synthesis.

What is your Cognitive Complexity Index? Where do you want to grow? What challenges and supports do you need to handle ambiguity and peers? Where do you need to stretch yourself?

PRESENTATION METHOD: Discussion.

PREREQUISITES: Take Perry LEP Instrument and hand in two weeks prior to class. Read hand out material and be prepared to discuss how it affects you.

272

TITLE: CONTRACT ADMINISTRATION SERVICES (CAS) EARLY INVOLVEMENT

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 35

INSTRUCTOR: A REPRESENTATIVE FROM THE DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

SPONSOR: D. DAVY/DCMC LIAISON TO DSMC/EXT (703) 805-5491

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the Defense Contract Management Command's (DCMC) capabilities and expertise prior to contract award.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a representative of the Defense Contract Management Command (DCMC), a command of the Defense Logistics Agency (DLA). DCMC has established an initiative to provide enhanced support to major acquisition programs early in the contractual cycle in ways not traditionally expected from CAS agencies. To date, DCMC has focused on participation in source selection reviews, performed contractor management system reviews along with earned value and software capability reviews, and supported extensive reviews of Requests for Proposal (RFP). DCMC insight regarding contractor performance/capabilities early in the acquisition process will help minimize downstream problems, maximize the use of CAS and customer resources and provide invaluable data to the decision-making process. Several examples of DCMC early involvement support will be presented for discussion.

273

TITLE: PROGRAM MANAGER/PROGRAM INTEGRATOR RELATIONSHIP

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 50

INSTRUCTOR: A REPRESENTATIVE FROM THE DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

SPONSOR: D. DAVY/DCMC LIAISON TO DSMC/EXT (703) 805-5491

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the types of program and technical support services the Program Manager can request from the assigned DCMC Program Integrator who is located in or near the contractor's facility.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a member of the Defense Contract Management Command and will focus on the tailoring of program status and technical information products and other contract management services to meet the specific needs of the individual program manager.

275

TITLE: HOW DLA SUPPORTS THE PROGRAM MANAGER

FUNCTIONAL DISCIPLINE: Contract Management (CM), Logistics Management (LM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 50

INSTRUCTOR: REPRESENTATIVES OF THE DEFENSE LOGISTICS AGENCY

SPONSOR: D. DAVY/DCMC LIAISON TO DSMC/EXT (703) 805-5491

PURPOSE AND OBJECTIVES: To provide participants with an understanding of the Defense Logistics Agency, its mission and role in the life cycle management of weapon systems and how that role can be exploited in the weapon system development and sustainment process.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by representatives of the Defense Logistics Agency (DLA). DLA plays a major role in supporting the development and sustainment of weapons systems. DLA's role in system development includes technical data, parts control, specification development, cataloging, plant equipment, pricing, negotiations, contractor capability information, and contract administration. DLA's role in sustainment includes supply support, provisioning support, distribution, demilitarization, and disposal.

277

TITLE: A SURVEY OF THE MICROELECTRONICS INDUSTRY: BEST COMMERCIAL PRACTICES

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Contract Management (CM), Systems Engineering Management (SE), Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/ RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course is based upon a recent study of the microelectronics industry to look at their best technical (including manufacturing), business and contracting practices. It will provide the students with a general understanding of the microelectronics commercial market and the differences between one industry and government practices. It should also provide insight into some of the barriers to implementing acquisition reform.

PRESENTATION METHOD: Lecture, video, utilization of viewgraphs encouraging participation by the students through continual question and answer dialogue.

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, became the Air Force Chair at the Defense Systems Management College in June 1994. In this position, he is the senior liaison between the College and the Department of the Air Force, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Air Force. Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force.

280

TITLE: ENVIRONMENTAL LAWS IMPACTING ON PROGRAM MANAGEMENT

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 25

INSTRUCTOR: T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ ACQUISITION LAW CHAIR

GUEST LECTURER: MR. JAMES CARR/ESQ/DEFENSE LOGISTICS AGENCY

SPONSOR: E. HIRSCH /EXECUTIVE INSTITUTE/NDIA CHAIR/BLDG 202/ RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To understand the government's obligation to eliminate environmentally hazardous substances from goods and services it procures and to understand the government's obligation to require the use of recycled materials to the maximum extent practicable. Also, the contracting processes that implement the government's environmental obligations will be covered along with the cost and funding limitations involved in environmentally responsible contracting.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Guest lecturer is an attorney and the Defense Logistics Agency’s expert on environmental law issues.

284

TITLE: CONTRACT LAW AND THE PROGRAM MANAGER

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 25

INSTRUCTOR: T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ ACQUISITION LAW CHAIR

GUEST LECTURER: MR. DAVID DRABKIN/DIRECTOR REGULATORY REFORM AND IMPLEMENTATION

SPONSOR: E. HIRSCH/EXECUTIVE INSTITUTE/NDIA CHAIR/BLDG 202/RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To provide program managers an overview of the legal aspects of government procurement and to provide information on identifying signs of potential legal problems in program management. Subjects to be covered include claims, disputes, constructive changes, Anti-Deficiency Act Issues, etc.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Guest lecturer is an attorney currently assigned to OUSD(AR).

296

TITLE: ECONOMIC INCENTIVES: A LOOK AT THE HISTORY AND THE EFFECTIVENESS ON PROGRAM COST, SCHEDULE AND TECHNICAL ACCOMPLISHMENT

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 15 Mins.

CLASS SIZE: MIN - 5 **MAX -** 25

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202 /RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course is designed to provide students with an understanding of the range of incentives available to program managers to incentivize contractor's performance. Examples of areas discussed include contractor motivations, results of research on effectiveness of incentives, use of award fees, design-to-cost, incentive fee arrangement, on-orbit incentives, warranties and other types of incentives. The lecture and case studies approach will be used to show successful/unsuccessful/indeterminate use of incentives.

PRESENTATION METHOD: Lecture/Discussion**.** Students will be required to read a short article on incentives to be used as a case study.

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, is the Air Force Chair in the Executive Institute. He serves as the senior liaison between the College and the Department of the Air Force. Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force. He has been a contracting officer, a program manager for an RC-135 Operational Flight Trainer and a Director of Contracting and Manufacturing.

300

TITLE: CASE STUDIES IN NAVAL SHIPBUILDING

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 40

INSTRUCTOR: B. F. TIBBITTS/JOHN L. MCMULLEN ASSOC/EXT (703) 412-3161

SPONSOR: J. CLOSS/MANUFACTURING MANAGEMENT/BLDG 209/RM 205/EXT (703) 805-3772

PURPOSE AND OBJECTIVES: This elective discusses ship acquisition problem areas and potential solutions using the case study approach.

Three surface ship programs will be studied with the emphasis on the relationship between the Government and industry prior to award of the shipbuilding contract. This is relevant today because of the trend for greater participation by industry.

In two of the programs a design competition was held where industry was largely free to innovate to satisfy broad Navy requirements. One of these programs proved technically successful, although cost and schedule performance was less than satisfactory. The other program encountered so many difficulties that the shipbuilding contract was terminated a year after construction started (the first such occurrence in over decades).

In the third program the Navy remained in charge of the design, but shipbuilders were brought on board very early, and acquisition oversight and contracting were streamlined and accelerated. This program is a recognized success.

Some of the questions posed include:

What does the Government do best? What does industry do best? What is the proper role for each?

There are benefits to cooperation between the Government and industry (applying IPPD by means of joint IPTs after early down selection). There are also benefits to competition. What is the proper balance?

New strategies being adopted for the future surface combatant (SC 21) and a major auxiliary ship (ADC(X)), which are between Milestones 0 and I, will be described. Issues such as concurrent engineering, acquisition reform, technology transfer and modeling and simulation will be discussed.

PRESENTATION METHOD: Lecture/Handouts.

REMARKS: This elective complements the Shipbuilding elective, but can be taken separately.

309

TITLE: SURFING THE WORLD WIDE WEB (THE 'WEB')

FUNCTIONAL DISCIPLINE: Software Management (SM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/EXT (703) 805-3679

SPONSOR: C. GALVAN/SOFTWARE MGT DEPT/BLDG 207/RM 223/EXT (703) 805-3679

PURPOSE AND OBJECTIVES: This course will focus on what the 'Web' is and what it is not, and how to use the 'Web' as a source of acquisition management related information. This course is designed to be a "Hands-On." A workstation will be used to navigate the Web while covering the following topics:

- Browsers: How to tailor, and use them effectively.
- Search Engines: How to use them effectively.
- Effective Searching Techniques.
- Files, and Files: How to use with the appropriate application.
- Security.
- Virus Protection Techniques.
- Program Office use of the Web to enhance Teamwork
- Hot Web Topics.

PRESENTATION METHOD: Lecture/Demonstration/Discussion.

REMARKS: The World Wide Web is the most exciting technology to emerge on the Internet. The Web is another way to present and find information on the Internet. The goal of the Web, developed in Switzerland at the CERN research center, is to offer a consistent, simple interface to the ocean of information on the Internet. The 'Web' supports -- Multimedia-- meaning it allows users to read text, hear sound, and view images, including video. The 'Web' is based on the idea of hypertext. Hypertext is a way of linking related information. When you click your mouse button on a hypertext link, you will be taken to the related information.

313

TITLE: MINDMAPPING®

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 426

INSTRUCTOR: A. BECK/EDUCATION DEPT/BLDG 205/RM 120/EXT (703) 805-5417

SPONSOR: A. BECK/EDUCATION DEPT/BLDG 205/RM 120/EXT (703) 805-5417

PURPOSE AND OBJECTIVES: To help you improve your note-taking skills, organizational and planning skills, creativity, presentation planning potential, mental alertness, and sense of focus.

To improve your memory recall, develop your ability to see "the big picture," and aid in your ability to help others.

If you are looking to "shoot for minimums" and get by on minimal effort, this elective could help you reduce your study and review time.

If you are looking to learn and remember more from each hour, this elective can help you maximize your learning now and your recall in the future.

PRESENTATION METHOD: Very flexible depending on whether one or a few hundred sign up. We will do what seems appropriate for the needs of the group.

At a minimum, Al will review some of the basic principles and tips for mindmapping, sharing what he has learned and looking at what others have written.

Expect participatory involvement in developing mindmaps to learn and practice the technique.

REMARKS: Participants will find it useful to bring paper (plain is better than with lines), pens (various colors would be good) and perhaps highlighters. You can learn Mindmapping® effectively on your own. Books by Tony Buzan or Joyce Wycoff are good references or you could try Mike Gelb's materials. Mindmapping is a registered trademark belonging to Tony Buzan.

319

TITLE: FINANCIAL ANALYSIS OF DEFENSE CONTRACTORS

FUNCTIONAL DISCIPLINE: Contractor Finance (CF)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 4 **MAX -** 20

INSTRUCTOR: CONTRACTOR FINANCE FACULTY

SPONSOR: B. RUSH/CONTRACTOR FINANCE DEPT/BLDG 204/RM 104/EXT (703) 805-4419

PURPOSE AND OBJECTIVES: Utilizing the Standard & Poors PC Plus software and data retrieval system and financial simulation programs designed at DSMC, the students will develop a working knowledge and ability to analyze a contractor's capability to perform a contract from a financial perspective. A presentation on the data base and software programs will familiarize the student with the financial analysis tools and data. A case study provides students with an opportunity to integrate and apply financial management concepts and analytical techniques studied during earlier financial management lessons in Contractor Finance.

The Standard & Poors PC Plus system integrates the comprehensive COMPUSTAT database (over 7,600 industrial companies) with powerful Windows-based software that allows you to manipulate, analyze, and present financial data for U.S. companies, business segments, and industry composites. This will be demonstrated using the classroom desktop computers connected to the LAN.

Data from the COMPUSTAT database will be used in a financial forecasting program designed to forecast and analyze a company's financial statements. This program will be used on laptop computers by each workgroup to analyze a defense contractor's financial health.

PRESENTATION METHOD: The class time will be a demonstration and discussion of the utilization of the system followed by a case study in financial capability analysis worked in four person groups. The system will be available for individual use following the class.

322

TITLE: THE ROLE OF ADVANCED MATERIALS IN ACQ PROGRAMS

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM), Principles of Program Management (PM), Systems Engineering Management (SE)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 36

INSTRUCTOR: MR. DALE L. MOORE/HEAD, MATERIALS DIVISION/ NAVAL AIR SYSTEMS COMMAND

SPONSOR: N. BROKAW/MANUFACTURING MGT DEPT/BLDG 209/RM 216/EXT (703) 805-5409

PURPOSE AND OBJECTIVES: This elective provides an overview of the critical role advanced materials and manufacturing processes play in modern DOD weapon systems as related to cost, schedule and performance. The elective is structured to provide an overview of aircraft materials and processes requirements, materials and process selection considerations, materials applications on state-of-the-art weapon systems, advanced technologies under development to address affordability and performance, acquisition development lessons learned and flight certification processes. This elective will cover the integration of the full spectrum of materials and processes including composites, advanced metals, propulsion materials, aircraft finishing systems, nondestructive inspection and electromagnetic materials from exploratory research and development through acquisition engineering and in-service support. The goal of this course is to provide a basic understanding and programmatic perspective related to the significant role, the critical issues, the lessons learned and the potential benefits of advanced materials and processes for DOD weapon systems.

PRESENTATION METHOD: Lecture/Discussion.

324

TITLE: TEAM BUILDING THEORY: IPTs AND OTHER HIGH PERFORMANCE WORKGROUPS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 2

CLASS SIZE: MIN - 2 **MAX** - 30

INSTRUCTOR: J. GOULD/TEST AND EVALUATION DEPT/BLDG 208/RM 207/EXT (703) 805-4975

SPONSOR: J. GOULD/TEST AND EVALUATION DEPT/BLDG 208/RM 207/EXT (703) 805-4975

PURPOSE AND OBJECTIVES: The Learning Style Inventory developed by David Kolb presents a concept of strength, excess, and deficiency for four learning styles: divergence, assimilation, convergence, and execution. Individual team member plots will develop team strengths and developmental (training) needs. Coupled with the FIRO-B's measurement of willingness of team members to be a part of a team, a determination can be made as to the requirement to either add personnel of the required missing functions or the internal development of compensating integrating functions.

PRESENTATION METHOD: Discussion.

PREREQUISITES: Take Kolb and FIRO-B instruments two weeks prior to class. Read hand out material and be prepared to discuss how it affects you.

339

TITLE: SPECIAL ACCESS PROGRAM POLICY AND PROCEDURES

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 20

INSTRUCTORS: P. NEMANIC/ODTUSD(P)PS/DODSI, RICHMOND
M. REARDON/ODTUSD(P)PS/DODSI, RICHMOND

GUEST SPEAKERS: MG FRANK MOORE, USAF, DIRECTOR SPECIAL PROGRAMS
OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY
MR. RICHARD F. WILLIAMS, DIRECTOR SPECIAL PROGRAMS, OFFICE OF THE DEPUTY TO UNDERSECRETARY OF DEFENSE FOR POLICY AND POLICY SUPPORT

SPONSOR: J. DWYER/ACQUISITION POLICY DEPT/BLDG 202/RM 223/EXT (703) 805-5144

PURPOSE AND OBJECTIVES: The purpose of this elective is to introduce program managers to the policy, procedures, and organizations supporting special access programs (SAPs). The presentation focuses on the SAP life cycle, its interrelationship to the acquisition lifecycle, and the risk management process of applying cost effective security countermeasures to the system development program through evaluation of critical system elements and actual threats and vulnerabilities.

PRESENTATION METHOD: Lecture/discussion with video.

REMARKS: Current directives and regulations will be provided. As acquisition dollars shrink and the world becomes more open the protection of critical system elements will be more difficult. The cost of security for these programs will be scrutinized more closely. The program manager's effective use of his/her security staff and the cost-effective application of appropriate countermeasures will pay dividends in the bottom line of the weapon's development costs, a weapon which will meet the requirements and provide the uncompromised technological lead to the fighting force on the battlefield.

351

TITLE: MODERN STRATEGIC PLANNING

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 3 **MAX -** 25

INSTRUCTOR: W. MCGOVERN/RESEARCH, CONSULTING, & INFORMATION DIV/ BLDG 205/RM 116/EXT (703) 805-5401

SPONSOR: W. MCGOVERN/RESEARCH, CONSULTING, & INFORMATION DIV/BLDG 205/RM 116/EXT (703) 805-5401

PURPOSE AND OBJECTIVES: It could be argued that the single most important management activity is the establishment of organizational direction and the development of shared goals and plans. Starting with a Hoshin Planning approach, we will: 1) discuss different strategic models that are used by various organizations, most of them federal agencies; 2) demonstrate the similarities and common characteristics of the various planning approaches; 3) discuss various facilitative techniques using electronic and manual methods (though all techniques can be done either way); and 4) discuss some recent ideas in Strategic Planning.

PRESENTATION METHOD: We will discuss the basic components that are common to virtually all methods of Strategic Planning and the logical sequencing of those components (we will also discuss some recent criticism by Mintzberg of present practices). We will discuss development of vision statements using common facilitative techniques and current issues involving vision statements. We will talk about environmental scan techniques, goal alignment, performance measures, and briefly, about some of the ramifications of the Government Performance and Results Act (GPRA).

357

TITLE: USD (COMPTROLLER) BUDGET REVIEW PROCESS

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** N/A

INSTRUCTOR: MR. JOHN ROTH/DEP DIRECTOR, INVESTMENT/USD(C)/ PENTAGON/RM 4B916/EXT (703) 695-2235

SPONSOR: L. ZIMMER/FUNDS MGT DEPT/BLDG 206/RM 207/EXT (703) 805-4430

PURPOSE AND OBJECTIVES: This elective is presented from the budget analyst's perspective, and is designed to prepare the student to deal with the OSD/OMB review. Preparing for and successfully negotiating the path through the budget review is one of the major challenges for the PM and the program office. The requirements for data, analyses, and documentation are frequently not well understood. In many cases, the issues and questions raised at the USD(C) review have not been addressed during the service review of the program.

Topics to be addressed include: Current events in defense funding; USD(C) philosophy concerning the budget review; How OSD reviews programs; and What the budget analyst looks for.

This seminar is part of the Funds Management Elective Track. Students who sign up for the track are pre-registered for this elective and have priority.

PRESENTATION METHOD: This is an opportunity to participate in a seminar with an experienced budget analyst. Consequently, the elective is designed to go beyond the core funds management lessons in APMC. Mr. Roth will use a prepared presentation as the framework of the elective. However, the real benefit will be derived from the discussion of your questions and issues.

358

TITLE: WORKING CAPITAL FUNDS

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX –** N/A

INSTRUCTOR: MS. CHERI WILSON/CHIEF, SUPPLY MGT/OFC ASST SECY AF (FIN MGT & COMPT)/PENTAGON/RM 4D160/EXT (703) 614-3803

SPONSOR: L. ZIMMER/FUNDS MGT DEPT/BLDG 206/RM 207/EXT (703) 805-4430

PURPOSE AND OBJECTIVES: This elective is designed to introduce students to the philosophy of revolving funds, and the process of budgeting for support costs. Working Capital Funds will be discussed from the OSD and service headquarters perspective, focusing on the concepts of total cost visibility and full cost recovery. The discussion will address the environment within which DOD managers must deal with various infrastructure and support costs.

Topics include: Current guidance and implementation; How Working Capital Funds operate; Business areas; Pricing and unit cost; and Oversight & management.

This seminar is part of the Funds Management Elective Track. Students who sign up for the track are pre-registered for this elective and have priority.

PRESENTATION METHOD: This is an opportunity to participate in a seminar with an experienced panel of analysts. Consequently, the elective is designed to go beyond the core funds management lessons in APMC. The panelists will use a prepared presentation as the framework of the elective. However, the real benefit will be derived from the discussion of your questions and issues.

361

TITLE: CURRENT ACQUISITION ISSUES-A JOINT PERSPECTIVE

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Principles of Program Management (PM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 7 **MAX** - 30

INSTRUCTOR: CDR S. YATES/JOINT STAFF ACQUISITION & TECHNOLOGY DIVISION, J-8

SPONSOR: R. SEATON/ACQUISITION POLICY DEPT/BLDG 202/RM 211A/EXT (703) 805-5046

PURPOSE AND OBJECTIVES: To provide participants the opportunity to hear and discuss current acquisition issues with a member of the Joint Staff.

PRESENTATION METHOD: Lecture/Discussion.

362

TITLE: C4I INTEROPERABILITY ISSUES - A JOINT PERSPECTIVE

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Principles of Program Management (PM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 7 **MAX** - 30

INSTRUCTOR: LTCOL R. SIMPSON/JOINT STAFF ARCHITECTURE AND INTEGRATION DIVISION, J-6

SPONSOR: J. BENNETT/ACQUISITION POLICY DEPT/BLDG 202/RM 200/EXT (703) 805-4993

PURPOSE AND OBJECTIVES: To provide participants the opportunity to hear and discuss current C4I Interoperability issues with a member of the Joint Staff.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: We've all heard the nightmare stories from Grenada, Haiti and Desert Storm about joint operations hobbled by lack of interoperability. To prevent recurrence, DOD has established specific mandatory policies and procedures governing Command, Control, Communications, Computer and Intelligence (C4I) systems interoperability. For example, if a program is a C4I system or interfaces with one (most do), then a C4I support plan must be submitted to J-6 for coordination and approval. Also, the ORD and MNS interoperability requirements must be approved by J-6. Finally, before the system can go into production or fielding, interoperability testing and certification must be completed.

Who does this testing? Why is it important? Who sets these policies and how can you influence them? What documents govern the process and what is their status? How can you access the C4I program documents database? Where do you go for help? These questions and many others concerning C4I interoperability issues will be answered during this elective.

363

TITLE: OUTSOURCING AND PRIVATIZATION

FUNCTIONAL DISCIPLINE: Contract Management (CM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 40

INSTRUCTOR: T. DOLAN/EXECUTIVE INSTITUTE/VISITING PROFESSOR/ ACQUISITION LAW CHAIR

SPONSOR: E. HIRSCH/EXECUTIVE INSTITUTE/NDIA CHAIR/BLDG 202/ RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: This elective provides an overview of the policy currently being developed in the Pentagon in this important area. Many feel that O&P will become the most important activity in DOD to support future modernization efforts. Discussions will start with a review of the current policy documents and will continue in identifying potential topics being considered for O&P and the processes being considered to effect the changes. Time will be spent in leading class discussions in identifying potential areas that program managers need to be considering in connection with the potential impact of O&P of their program.

PRESENTATION METHOD: Lecture/Handouts.

REMARKS: First, there was BRAC, then there was Acquisition Reform, and now there is Outsourcing & Privatization. This elective will provide an awareness overview of how each of these activities needs to be considered by today's program manager.

365

TITLE: DEFENSE ACQUISITION DESKBOOK USER'S GUIDANCE

FUNCTIONAL DISCIPLINES: Acquisition Policy (AP)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 7 **MAX** - 30

INSTRUCTOR: B. FAULK/ACQUISITION POLICY DEPT/BLDG 202/RM 211A/ EXT (703) 805-4970

SPONSOR: B. FAULK/ACQUISITION POLICY DEPT/BLDG 202/RM 211A/EXT (703) 805-4970

PURPOSE AND OBJECTIVES: To provide participants with a working knowledge of the Defense Acquisition Deskbook, how to use it and where to go for help.

PRESENTATION METHOD: Background presentation and hands-on, using the Electronic Classroom computers and the Deskbook loaded on the LAN.

REMARKS: The Defense Acquisition Deskbook is a software system that permits the automated distribution of acquisition policy and procedures throughout the DOD acquisition community. It is a joint program benefiting the entire acquisition community. The three components of the Deskbook are the reference system, software tool catalog and the Acquisition Management (AM) bulletin board.* The reference system holds all mandatory and discretionary acquisition policy and procedures for the Department, and is being developed and distributed to all persons responsible for acquisition functions. The software tool catalog details computer based data and decision-making tools available for program management use. The AM bulletin board is the avenue for queries to designated acquisition policy experts. The Deskbook is still in concurrent development and fielding with CD-ROMs being distributed quarterly to update and add additional information.

* On the Deskbook home page

367

TITLE: SINGLE PROCESS INITIATIVE (SPI)

FUNCTIONAL DISCIPLINES: Contract Management (CM), Manufacturing Management (MM)

CREDIT HRS: 2 **CLASSROOM HRS**: 2 **OUTSIDE PREP HRS**: 0

CLASS SIZE: MIN - 10 **MAX** - 50

INSTRUCTOR: A REPRESENTATIVE FROM THE DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

SPONSOR: D. DAVY/DCMC LIAISON TO DSMC/EXT (703) 805-5491

PURPOSE AND OBJECTIVES: To provide participants with an understanding of this OSD initiative and its impact on industry and the defense acquisition process.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: This presentation will be given by a member of the Defense Contract Management Command (DCMC) and will address the SPI and the roles industry, DCMC, and the military departments and agencies play in selecting and approving contractor operating and business processes to become the standard required in DOD contracts.

372

TITLE: APPLYING CAIV AND TOTAL OWNERSHIP COST TO THE SYSTEMS ACQUISITION PROCESS: COST CONTAINMENT IN A TIGHT MONEY ERA

FUNCTIONAL DISCIPLINE: Funds Management

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX –** N/A

INSTRUCTOR: B. RUSH/ CONTRACTOR FINANCE DEPT/BLDG 204/ RM 104/EXT (703) 805-4419

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 205 EXT (703) 805-3599

PURPOSE & OBJECTIVES: Cost as an Independent Variable (CAIV) is a new OSD initiative which is now being introduced into the defense system acquisition process. Its objective is to deliver effective systems to the warfighter users at affordable total costs.

An OSD CAIV Working Group has been established and is currently working with eight programs designated as CAIV Flagship Programs. A series of Flagship Programs Workshops are sharing problems and solutions in implementing CAIV. This elective will address participants in the process, setting aggressive cost targets, cost performance trade-off analysis, implementation of incentives, risk management as part of the process, and acquisition reform techniques used in the implementation. It is based on research and past experience in meeting the CAIV objective: how to obtain the best value of defense systems at affordable costs.

Issues to be discussed will include:

- What is CAIV?
- Deficiencies of Pre-CAIV Approach.
- Origins of CAIV.
- How Does CAIV Operate?
- New Elements to Make it Work.

A number of the service flagship programs will be discussed as examples of applying CAIV and other cost reduction techniques at various phases of the acquisition process.

This seminar is part of the Funds Management Elective Track. Students who sign up for the track are pre-registered for this elective and have priority.

PRESENTATION METHOD: Lecture and discussion

375

TITLE: AIR FORCE ACQUISITION CAREER MANAGEMENT

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX -** 50

INSTRUCTOR: J. DIAMOND/ASSOCIATE DEFENSE ACQUISITION CAREER MANAGER, AIR FORCE/EXT (703) 695-8352

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

PURPOSE & OBJECTIVES: This course is designed to provide the students with an understanding of the continuing implementation of the Defense Acquisition Workforce Improvement Act which resulted in the professionalization of the acquisition workforce, a discussion of current initiatives, and discussion of the acquisition workforce of the future.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Mr. Diamond is an acquisition professional who has served as program manager of the Survival Avionics Program; Combat Edge Program; the F-16 Close Air Support Aircraft; Deputy SPO Director for Special Ops Programs; Chief, Acquisition Program Management Career Program; and Chief of the Acquisition and Resources Division, Assistant Secretary of the Air Force.

378

TITLE: INTRODUCTION TO VALUE ENGINEERING

FUNCTIONAL DISCIPLINE: Contract Management (CM), Systems Engineering Management (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 25

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/ RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202 /RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course is designed to provide the students with an understanding of the value engineering change process. This will include a brief history of Value Engineering, a discussion of current initiatives, and problems with implementation of VEs.

PRESENTATION METHOD: Lecture/Discussion**.**

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, is the Air Force Acquisition Management Chair in the Executive Institute. . He serves as the senior liaison between the College and the Department of the Air Force**.** Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force. He has been a contracting officer, a program manger for an RC-135 Operational Flight Trainer and a Director of Contracting and Manufacturing.

379

TITLE: TRANSITION PLANNING

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX -** 25

INSTRUCTOR: REPRESENTATIVES FROM THE RETIRED OFFICERS ASSOCIATION

SPONSOR: L. GROOME/CONTRACT MGT DEPT/BLDG 204/RM 204/EXT (703) 805-4475

PURPOSE AND OBJECTIVES: Since everyone will leave government service at some time, it is never too early to start long range planning. The Retired Officers Association will present a professional lecture, covering key transition points such as:

- Competition for finding a job
- Perceptions civilian employers have of military personnel
- A plan for a job search
- How employers read resumes
- Networking and penetrating the hidden job market
- Preparing for and conducting a successful interview
- Salary negotiation and benefits packages
- Rejection

PRESENTATION METHOD: Lecture/Discussion.

383

TITLE: INFORMATION TECHNOLOGY TRACK

FUNCTIONAL DISCIPLINE: Software Management (SM), Systems Engineering Management (SE)

CREDIT HRS: 40 **CLASSROOM HRS:** 40 **OUTSIDE PREP HRS:** N/A

CLASS SIZE: MAX – 20 **NUMBER OF CLASSES:** 2

INSTRUCTORS: INFORMATION RESOURCES MANAGEMENT COLLEGE FACULTY/FT. MCNAIR

SPONSOR: G. HANOLD/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-3661

PURPOSE AND OBJECTIVES: The Information Technology Elective Track complements the Advanced Program Management Course (APMC) core curriculum by providing more specialized instruction in information systems acquisition and development topics. It is taught by visiting faculty of the DOD Information Resources Management College (IRMC) at Fort McNair. Successful completion of the full IT Elective satisfies the 40 hour requirement of the APMC Individual Learning Program (ILP).

Students may also elect to complete one or more of the three subcourses and the final day for partial Individual Learning Program credit. The number of ILP credit hours is indicated in each individual description.

Students may elect to obtain the IRMC Certificate of Course Completion, which requires attendance at all instruction and successful completion of a 5-7 page paper. The certificate permits the student to use the course as one of the eight courses required in the DOD Chief Information Officer (CIO) professional education program offered by the Information Resources Management College.

Each IT elective class consists of 3 hours of classroom instruction offered one afternoon each week. Electives 397, 398, 399 and 400 are the separate subcourses offered as part of this track.

384

TITLE: ISSUES IN FUNDS MANAGEMENT TRACK

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HOURS: 27 **CLASSROOM HOURS:** 27 **OUTSIDE PREP HOURS:** 0

CLASS SIZE: MIN - 6 MAX – N/A

INSTRUCTORS:
E. ROSENTHAL/FUNDS MGT DEPT/BLDG 206/RM 202/EXT (703) 805-3783
S. TACK/FUNDS MGT DEPT/BLDG 206/RM 213/EXT (703) 805-4449
M. WALSH/FUNDS MGT DEPT/BLDG 206/RM 211/EXT (703) 805-4431

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

PURPOSE AND OBJECTIVES: This specialty track provides an understanding of special issues in cost estimating and funds management. Topics covered include acquisition law, DOD initiatives, policy and procedures, and how program managers are increasingly expected to take risks and resolve program issues.

SCOPE: This is an extensive treatment of various relevant resource management issues, processes and methods. Specifically, within this track, students will analyze issues, processes and methods such as the following: cost estimating, review and approval at the program office, service headquarters and OSD; the extensive array of funding policies that must be used to turn the cost estimate into a program budget request; the working capital fund (previously called the Defense Business Operation Fund) established by OSD to increase customer involvement in operating and maintaining their forces; how to improve the likelihood of budget approval within the internal DOD system for Planning, Programming, and Budgeting (PPBS); and the execution of the budget authority in a manner consistent with current laws, directives, policies, and ethical practices.

There will be 9 lessons of 3 hours each. Four of the lessons will be lead by OSD experts: Cost Analysis Improvement Group (161), DOD Working Capital Fund (358), OSD Budget Review Process (357), CAIV (372). Six of the lessons will use critical incidents to illustrate the major learning points.

PRESENTATION METHOD: Guest experts from OSD and the services, seminars and critical incidents will be used to facilitate a greater understanding of cost estimating and funds management issues.

WHO SHOULD ATTEND: APMC participants interested in furthering their expertise in cost estimating and funds management.

385

TITLE: MODELING & SIMULATION OVERVIEW
Acquisition Modeling & Simulation Track: Lesson 1

FUNCTIONAL DISCIPLINES: Systems Engineering (SE), Manufacturing Management (MM), Test & Evaluation (TE)

CREDIT HRS: 4 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MAX - 30 **MIN** - 20

INSTRUCTORS: Mr. Randy Zittel, Systems Engineering Dept.
LtCol Russ Barbero, Manufacturing Management Department
DOD & industry leaders in M&S

			Track Lessons
Randy Zittel	5-5267	zittelr@dsmc.dsm.mil	1,2,3,5
LtCol Russ Barbero	5-5087	Barberor@dsmc.dsm.mil	4

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: This first lesson of the elective track provides an understanding of the MANDATORY and increasing use of computer modeling and simulation in acquisition. Topics covered include DOD policy and procedures, and how program managers are increasingly and more effectively taking advantage of this powerful tool. Areas developed are **Verification, Validation and Accreditation** (VV&A), **Virtual Prototyping**, the Distributed Interactive Simulation (DIS), Factory Simulation and the Distributed Simulation InterNet (DSI) leading to **Simulation Based Design** and the emerging capability of ***"Simulation Based Acquisition"***. This track continues with four additional lessons, **which may be taken separately**, but this first lesson is a prerequisite for the subsequent four.

PRESENTATION METHOD: Guest experts, an actual program manager using simulation, lecture, discussion, hands-on demonstrations and actual simulation operation from across DOD acquisition. The 5 separate lessons go beyond the classroom and visit actual simulators, meet experts in the field, and use a factory-floor simulator to plan the manufacturing process. This lesson is an initial lecture and discussion.

REMARKS: Subject area is a continuation of the 2-hour introductory Systems Engineering lesson, T1-608, but goes much further into the detail of the value of this powerful new acquisition tool. This track is supported by the OSD Director for Test, Systems Engineering and Evaluation Office, Defense Modeling & Simulation Office (DMSO), Army Simulation Training & Instrumentation Command, DARPA, the Naval Air Warfare Center Training Systems Division, Wright USAF Laboratory, Army Night Vision Laboratory and the Institute for Defense Analysis. Handouts of relevant

publications, recent Service studies, brochures, points of contact, definitions, and other important information is available to track participants.

SCOPE: This is an extensive treatment of modeling and simulation to familiarize PM's and engineers with the tremendous positive impacts and existing limitations of modeling & simulation on program cost, schedule and quality. The material will cover the spectrum of program management, systems engineering, design, test and evaluation, and manufacturing planning.

WHO SHOULD ATTEND: APMC participants interested in the power and capability of M&S **to augment** all elements of their program operation.

FORMAT: The 16 credit-hour track consists of the following five lessons. Elective 385A can be taken alone, but must be taken as a prerequisite to electives 411A, 412A, 413A, 414A, or any combination thereof. The entire track provides the largest discussion of M&S in DAU.

385A	Overview of Modeling & Simulation (3 hrs)	1
411A	Distributed Interactive Simulation Demonstration (3 hrs)	2
412A	Simulation Based Design Program (DARPA) (2 hrs)	3
413A	***FacSim™*** Manufacturing Simulation Exercise (4 hrs) (actual student operation)	4
414A	M&S in Test & Evaluation (DT&E/OT&E/LFT&E) (2 hrs)	5

386

TITLE: PROGRAM MANAGEMENT BRIEFINGS

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 10 **CLASSROOM HRS:** 8 **OUTSIDE PREP HRS:** 2

CLASS SIZE: MIN – 2 **MAX** – 30

INSTRUCTORS: D. COSTELLO; T. SCAFATI/EDUCATION DEPT/BLDG 205/RM 206/EXT (703) 805-5427

SPONSOR: D. COSTELLO/EDUCATION DEPT/BLDG 205/RM 206/EXT (703) 805-5427

PURPOSE AND OBJECTIVES: The purpose of this elective is to provide a refresher course in designing and delivering program management briefings. The objective is to know the elements and approach of successful program management briefings, and the differences between information briefings and decision briefings.

PRESENTATION METHOD: The class will provide instruction on the structure, content, and delivery of program management briefings. The class will consist of two 4-hour blocks. During the first block, students will be taught the elements of information and decision briefings, with emphasis on the latter. Briefing techniques applicable to either type of briefing will be demonstrated and discussed. Finally, students will be taught the steps in a "Case Analysis Work Sheet" to identify issues and come up with recommended solutions. At the end of the first block, students will be assigned as homework a Case Study to read and a Work Sheet to complete. During the second 4-hour block (which will be scheduled the following week), the students will work together in groups to select one issue from their completed Work Sheets. Each group will then build a Decision Briefing on the issue selected. Several students will then be selected to present a 15-20 minute Decision Brief. After each brief, students will be encouraged to critique and discuss "lessons learned" from the briefings given. NOTE: Any students desiring additional practice in employing "effective speaking techniques" will be encouraged to enroll in Elective 392 "Effective Speaking 101."

388

TITLE: OPTIMUM SCIENCE AND TECHNOLOGY (S&T) INSERTION IN ACQUISITION PROGRAMS

FUNCTIONAL DISCIPLINE: Systems Engineering Management (SE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 1 **MAX -** 35

INSTRUCTOR: DR. E. A. SILVA/OFFICE OF NAVAL RESEARCH

SPONSOR: E. HIRSCH/EXECUTIVE INSTITUTE/NDIA CHAIR/BLDG 202/ RM 131/EXT (703) 805-4944

PURPOSE AND OBJECTIVES: To provide a brief overview of what S&T is and to illustrate how to get the most from the standpoints of life cycle cost, system performance, and program support.

PRESENTATION METHOD: Lecture/Discussion.

REMARKS: Science and Technology (S&T) is a block of DOD funding that can have a major effect on reducing life cycle cost, optimizing system capabilities, and addressing acquisition technical obstacles. Understanding what S&T can provide, how to get it, and how to use it is a path to improved system acquisition. This course will define the resource, illustrate what can be done, and provide insights on how to obtain appropriate S&T participation in an acquisition program.

389

TITLE: USING YOUR MBTI AT WORK AND AT HOME

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN -8 **MAX** -40

INSTRUCTOR: OTTO KROEGER ("MR. MBTI")/OTTO KROEGER ASSOCIATES/ FAIRFAX VA/703-591-MBTI

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208/EXT (703) 805-5425

PURPOSE AND OBJECTIVES: To provide students with an applications oriented follow-on to the Myers Briggs Type Indicator (MBTI) introduction received in the APMC. This is your chance to meet and hear from Otto Kroeger, one of the leading MBTI "gurus" in the country (make that the world). He is a frequent guest speaker at military senior service schools as well as Fortune 500 corporations. He, along with his wife and partner Janet Theusen, is the author of several best selling and informative publications on the MBTI including, *Type Talk* and *Type Talk at Work*. This session will only be offered once so don't miss it.

PRESENTATION METHOD: Lecture/Discussion/Short Practical Exercises.

REMARKS: The prerequisite for this session is attending an MBTI introduction and knowing your MBTI type. This will be satisfied by the MBTI lesson in the APMC curriculum.

390

TITLE: MERGERS AND ACQUISTIONS- ISSUES FROM A DOD PERSPECTIVE

FUNCTIONAL DISCIPLINE: Contractor Finance (CF)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 10 **MAX** - 35

INSTRUCTOR: WILLIAM HILL/DCMC OVERHEAD CENTER

SPONSOR: J. CASH/CONTRACTOR FINANCE DEPT/BLDG 204/RM 108/EXT (703) 805-4422

PURPOSE AND OBJECTIVES: The defense procurement budget has declined by over seventy percent and employment in the defense industry has decreased by over one and one-half million people in the past decade. To cope with declining sales, the defense industry has been going through a period of unprecedented change. Defense contractors have been forced to downsize, close plants, and reduce their work forces. Some companies have sold their defense divisions and left the business entirely. Some of the very largest government contractors have merged, and many of the larger firms have purchased smaller firms with specialized experience in defense contracting. The cost of "restructuring" activities to combine facilities, operations, work forces, and eliminate redundant capabilities has been very significant. Historically, the government has looked with disfavor at paying for any costs related to mergers and acquisitions and the recent increase in these activities has raised major issues within DOD. The purpose of this elective is to discuss the issues, concerns, problems encountered, Congressional involvement, actions taken or planned etc. from DOD's perspective.

PRESENTATION METHOD: The elective will consist of a briefing from an individual who has been very actively involved in working merger and acquisition issues and a candid student question/answer/interchange relating to the issues and problems encountered.

391

TITLE: SPACE AND SATELLITE SYSTEMS TRACK

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Systems Engineering Management (SE), Principles of Program Management (PM)

CREDIT HRS: 12 **CLASSROOM HRS:** 12 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 15 **MAX** – 40

INSRUCTORS: Various guest lecturers.

SPONSOR: F. WEISHOFF/EXECUTIVE INSTITUTE/BLDG 202/RM 209B/EXT (703) 805-4931

PURPOSE AND OBJECTIVES: This specialty track provides a detailed look at how space and satellite systems are acquired. The course will focus on those areas where these systems may differ from conventional land, sea, or air systems because of the unique nature of the space operating environment. Topics covered include space history, vision, DOD/Service policy and doctrine, functions and capabilities, space specific aspects and issues, and an industry perspective (both commercial and military).

The objective is to provide students with a more in-depth understanding of the space business; how space systems are acquired; the role of acquisition reform; and to introduce them to national, international, and commercial space programs and special topics/issues related to the unique aspects of space-based systems.

PRESENTATION METHOD: Lecture/Discussion and Guest Expert Presentations.

REMARKS: This selective track is intended for students who already have a basic or intermediate understanding of space and satellite systems, and who are looking for a more in-depth view of how these systems are acquired.

392

TITLE: EFFECTIVE SPEAKING 101

FUNCTIONAL DISCIPLINE: Managerial Development (MD)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 5 **MAX** – 30

INSTRUCTOR: FRANK DIBARTOLOMEO/SYSTEMS ENRG MGT
DEPT/BLDG 208/RM 107/EXT (703) 805-5263

SPONSOR: FRANK DIBARTOLOMEO/SYSTEMS ENRG MGT
DEPT/BLDG 208/RM 107/EXT (703) 805-5263

PURPOSE AND OBJECTIVES: The purpose of this elective is to introduce the student to the basic skills of effective speech organization and delivery. The objective is for the student to learn effective public speaking skills he/she may use in various life situations such as delivering persuasive briefings, job interviewing, and fostering good conversation with friends and family. Additionally, information concerning Toastmasters International, the international public speaking organization, will be presented.

PRESENTATION METHOD: Presentation methods will include lecture, discussion, and individual/group exercises.

REMARKS: The number one fear of people is public speaking. This fear is ranked above the fear of death or divorce. Ask any employer which skill he/she values more highly than any other. He/she will tell you it is the ability to communicate clearly and concisely. This elective will provide the basics upon which you can build your public speaking skills to supercharge your journey to success. It provides the foundation you need to prosper in our quickly changing world. You may be asking yourself, "Can I afford to give three hours of my time to this elective?" A better question to ask yourself would be, "Can I afford to not attend this elective?"

393

TITLE: FUNDAMENTALS OF EARNED VALUE MANAGEMENT REFRESHER

FUNCTIONAL DISCIPLINE: Earned Value Management (EV)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX** – 30

INSTRUCTOR: D. BACHMAN/EARNED VALUE MGT DEPT/BLDG 206/RM105/ EXT 805-4448

SPONSOR: D. BACHMAN/EARNED VALUE MGT DEPT/BLDG 206/RM 105/EXT 805-4448

PURPOSE AND OBJECTIVES: This elective is designed as an earned value refresher course. It reviews earned value vocabulary, examines fundamental earned value metrics, and discusses the two most common estimate at completion formulas. The performance measurement baseline (PMB) curve is investigated in respect to: a normal program baseline; contract changes; contract overruns & underruns; front loaded baselines; over target baselines; and rubber baselines. The elective concludes with a multi-round competitive computer simulation in which student teams develop simple baselines and compete against risk related random outcomes. After each round of play, the computer generates PMB plots and key earned value metrics highlighting the use of earned value in program execution.

PRESENTATION METHOD: The elective is equally divided between lecture – discussion and game play. The lecture – discussion portion may use a variety of methods (white board, view graphs, and screen show presentations). The instructor facilitates the game play simulation by: explaining the game; working the computer; acting as referee; highlighting computer generated results; tabulating final scores; and declaring a winner.

REMARKS: The APMC earned value curriculum was recently reduced from 35 hours to 24 hours. This reduction reflects the assumption that students have a prerequisite knowledge of earned value. This elective is intended for students who may require review and/or refresher of fundamental earned value concepts and vocabulary. Ideally it should be completed prior to M4-711.

394

TITLE: FUNDAMENTALS OF SCHEDULING

FUNCTIONAL DISCIPLINE: Earned Value Management (EV)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 6 **MAX** – 30

INSTRUCTOR: D. BACHMAN/EARNED VALUE MGT DEPT/BLDG 206/RM105/ EXT 805-4448

SPONSOR: D. BACHMAN/EARNED VALUE MGT DEPT/BLDG 206/RM 105/EXT 805-4448

PURPOSE AND OBJECTIVES: This elective introduces the fundamentals of scheduling and emphasizes the interrelationship between network scheduling and earned value management. It reviews schedule task relationships, critical path, schedule slack, forward and reverse pass concepts. The elective examines the different types of schedules and the causes and resolution of schedule problems.

PRESENTATION METHOD: This elective is divided into three distinct segments: an instructor led white board exercise; a lecture - discussion; and a small group exercise. The lesson begins with the instructor facilitating a multi-step brainstorming session to develop a master schedule for preparing chili. This schedule is then used to highlight scheduling fundamentals during the lecture - discussion segment that includes two five minute individual exercises that reinforce key concepts. The elective concludes with a short but challenging small group exercise where students can apply scheduling techniques to develop a master schedule for a fourteen-block pyramid.

REMARKS: This is an introductory level elective intended for students who may require review and/or refresher of network scheduling concepts and vocabulary. Ideally it should be completed prior to M4-621.

396

A special DSMC offering tailored
for students, faculty, staff, alumni and their spouses

TITLE: FAMILY 101:AN EXPEDITION INTO THINKING AND CREATIVITY: IT'S *NOT* IF FAMILY MEMBERS ARE CREATIVE; BUT *HOW* THEY ARE CREATIVE.
(The trick is how do you recognize it in both adults and children and then leverage it?)

FUNCTIONAL AREA: Managerial Development (MD)

LENGTH: 3 hrs
Note: DSMC students who attend may elect three hours of ILP credit. Faculty and staff who attend may elect three hours of professional development training.

OUTSIDE PREPARATION: 30-45 mins total
Complete and turn in the KAI inventory (15-20 mins) & Visa request (10-15 mins)

CLASS SIZE: MIN- 16 **MAX**- 30

SPONSOR & INSTRUCTOR: Bill Olsen/Logistics Mgt Dept/Bldg 207/Rm 09/
ph 805-2648, email Olsen_bill@dsmc.dsm.mil

PURPOSE AND OBJECTIVES: To understand the thinking behind how we as individuals in a relationship or family partnership interact. To further develop the skills needed to excel at family/team dynamics and in managing change in our home lives and personal lifestyles. The objectives are threefold:
1. (MD) Gain an understanding in how you and others are creative. This will be used to understand thinking style, interpersonal skills and family dynamics. Gain insight into your effectiveness in communicating, with other adults as well as with children.
2. (MD) Several tools and techniques in fostering creativity and idea capturing will be learned real-time. These tools are practical for use at home as well as the office.
3. (MD) Have fun. The session will likely result in personal recommendations for implementing change within your own and your family's lives.

PRESENTATION METHOD:
1. **Expedition:** This session is *not* a class nor training nor a meeting; it's *different*. Effecting change requires a different approach. KAI provides a very different psychometric instrument for understanding interpersonal dynamics. Family 101 will be an adventure into different thinking and introduce *the Seven Levels of Change*™
2**. In preparation, participants complete an Expedition VISA request and the Kirton Adaption-Innovation (KAI) Inventory.** These instruments will be provided in advance. The Visa is used to gain an understanding of each participant's needs. KAI is a single-page self-report survey instrument, which inventories how you are creative. The KAI and Visa must be turned in prior to the elective. KAI results will be fed back with interpretive comment. Discussion will cover application of KAI theory as well as

interpersonal approaches to creativity and problem solving. Both the Visa and KAI results will be used to tailor the course to the needs of the participants.

REMARKS:

1. The KAI inventory requires less than 20 minutes to complete and is required as a prerequisite. The KAI inventory and VISA must be returned no later than 48 hours prior to the elective.. Those students who attended elective #136, Think 101, and are attending this Family 101 with their spouse, do not need to complete a new KAI but should indicate their KAI inventory scores on the Visa.
2. Everyone with a family, spouse, fiancé or significant other should benefit.
3. Children and guests age 17 and above are welcome.
4. This is an expedition. Dress the part. Expeditionary clothing is welcome, including denims or shorts, T-shirts and sandals. You are welcome to bring snacks and refreshments.
5. This is a brief sample of other workshops sponsored by DSMC called Think 101 requiring 8+ hours and a Thinking Expedition™ requiring 3-5 intense days. Think 101 is tailored for APMC students who will be on an IPT or program team. The full Thinking Expedition is a major undertaking appropriate as a tailored workshop for a complete team.

397

TITLE: INFORMATION TECHNOLOGY TRACK – SUBCOURSE 1: MANAGING INFORMATION TECHNOLOGY REQUIREMENTS

FUNCTIONAL DISCIPLINE: Software Management (SM), Systems Engineering Management (SE)

CREDIT HRS: 12 **CLASSROOM HRS:** 12 **OUTSIDE PREP HRS:** N/A

CLASS SIZE: MIN – 10 **MAX** - 20

INSTRUCTORS: INFORMATION RESOURCES MANAGEMENT COLLEGE FACULTY/FT. MCNAIR

SPONSOR: G. HANOLD/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-3661

PURPOSE AND OBJECTIVES: Information systems program managers are challenged by a highly volatile requirements management environment. This subcourse focuses on methods to manage this maelstrom successfully, including:

- Approaches to engineering and defining requirements
- Stakeholder management strategies
- Information warfare and information security issues
- Emerging technologies and technology forecasting
- Technology refreshment for Information Intensive Systems

398

TITLE: INFORMATION TECHNOLOGY TRACK – SUBCOURSE 2: INFORMATION TECHNOLOGY CAPITAL PLANNING AND INVESTMENT

FUNCTIONAL DISCIPLINE: Software Management (SM), Systems Engineering Management (SE)

CREDIT HRS: 6 **CLASSROOM HRS:** 6 **OUTSIDE PREP HRS:** N/A

CLASS SIZE: MIN – 10 **MAX** - 20

INSTRUCTORS: INFORMATION RESOURCES MANAGEMENT COLLEGE FACULTY/FT. MCNAIR

SPONSOR: G. HANOLD/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-3661

PURPOSE AND OBJECTIVES: The use of information technology as a capital investment to achieve a "government that works better and costs less" is a continuing theme running through acquisition reform, the Government Performance and Results Act, and the Clinger-Cohen Act (the Information Technology Management Reform Act of 1996). This subcourse considers the considerations and process used by the Department of Defense to plan for, select, develop and evaluate information technology investments. Through an exercise, students assess the likelihood of an information technology being selected as a part of a DOD/Component information systems portfolio. Students review the requirements for an information technology program Investment Baseline/Performance and distinguish it from the classical acquisition program baseline.

399

TITLE: INFORMATION TECHNOLOGY TRACK – SUBCOURSE 3: TECHNICAL MANAGEMENT OF INFORMATION SYSTEMS DEVELOPMENT

FUNCTIONAL DISCIPLINE: Software Management (SM), Systems Engineering Management (SE)

CREDIT HRS: 15 **CLASSROOM HRS:** 15 **OUTSIDE PREP HRS:** N/A

CLASS SIZE: MIN – 10 **MAX** - 20

INSTRUCTORS: INFORMATION RESOURCES MANAGEMENT COLLEGE FACULTY/FT. MCNAIR

SPONSOR: G. HANOLD/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-3661

PURPOSE AND OBJECTIVES: Managing information systems technical development is especially challenging because of the nascent quality of information technology and standards, difficulties in managing development of an intangible intellectual construct (software), and the critical importance of C4 interoperability to the 21st century Warrior. This subcourse discusses the following major topics:

- DOD architectural, technical, and data standards as means to achieve interoperability for the 21st century Warrior
- The challenges of assessing and improving software development (a more advanced treatment of this topic than time permits in the APMC core curriculum)
- Implementing information intensive systems

400

TITLE: INFORMATION TECHNOLOGY TRACK – SUBCOURSE 4: CRITICAL AND EMERGING ISSUES IN INFORMATION TECHNOLOGY

FUNCTIONAL DISCIPLINE: Software Management (SM), Systems Engineering Management (SE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** N/A

CLASS SIZE: MIN – 10 **MAX** - 60

INSTRUCTORS: INFORMATION RESOURCES MANAGEMENT COLLEGE FACULTY/FT. MCNAIR

SPONSOR: G. HANOLD/SOFTWARE MGT DEPT/BLDG 207/RM 221/EXT (703) 805-3661

PURPOSE AND OBJECTIVES: This is an informal seminar discussion with military or civilian senior executives currently engaged in oversight or management of major information technology acquisitions. The objective of the class is to facilitate an interactive, informal and non-attributional discussion of current issues between students and active, experienced senior program management and oversight practitioners.

401

TITLE: COMPARATIVE ACQUISITION PRACTICES - EUROPE

FUNCTIONAL DISCIPLINE: International Acquisition (IN)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course provides an introduction to and comparison of the defense acquisition systems and organizations of the United Kingdom, France, Germany and the United States. The course will cover the legislative impact, organizational structure, weapon systems process, educational approach and budgetary process. The objective is for the student to take away an understanding of the mores and cultural perspective, similarities and differences in working with other nations in an international cooperative acquisition program.

PRESENTATION METHOD: Lecture, utilization of viewgraphs encouraging participation by the students through continual question and answer dialogue.

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, became the Air Force Chair at the Defense Systems Management College in June 1994. In this position, he is the senior liaison between the College and the Department of the Air Force, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Air Force. Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force.

402

TITLE: COMPARATIVE ACQUISITION PRACTICES - ASIA

FUNCTIONAL DISCIPLINE: International Cooperative Acquisition (IN)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 30

INSTRUCTOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

SPONSOR: T. KAUSAL/EXECUTIVE INSTITUTE/AIR FORCE CHAIR/BLDG 202/RM 208/EXT (703) 805-3054

PURPOSE AND OBJECTIVES: This course provides an introduction to and comparison of the defense acquisition systems and organizations Japan, Korea, Australia, Singapore and the United States. The course will cover the legislative impact, organizational structure, weapon systems process, educational approach and budgetary process and an introduction to the mores and cultural perspective of these countries. The objective is for the student to take away an understanding of the similarities and differences in working in an international cooperative acquisition program with other nations.

PRESENTATION METHOD: Lecture, utilization of viewgraphs encouraging participation by the students through continual question and answer dialogue.

REMARKS: Mr. Tony Kausal, a member of the Senior Executive Service, became the Air Force Chair at the Defense Systems Management College in June 1994. In this position, he is the senior liaison between the College and the Department of the Air Force, advising the Commandant and the College on the latest acquisition policies, practices, and trends within the Air Force. Prior to Mr. Kausal's present position, he was the Competition Advocate General of the Air Force.

403

TITLE: INTEGRATED DATA ENVIRONMENT (IDE)

FUNCTIONAL DISCIPLINE: Principles of Program Management (PM), Acquisition Policy (AP), Systems Engineering (SE), Logistics Management (LM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 MAX - 20

INSTRUCTOR: B. BAHNMAIER/PM DEPARTMENT/BLDG 202/RM 222/EXT (703) 805-4980/REPRESENTATIVES FROM CALS AND JCALS COMMUNITIES

SPONSOR: B. BAHNMAIER/PM DEPARTMENT/BLDG 202/RM222/EXT (703) 805-4980

PURPOSE AND OBJECTIVES: The Deputy Secretary of Defense, in his July 2, 1997, Memorandum entitled, "Policy for the Transition to a Digital Environment for Acquisition Programs", set a corporate goal of digital operations being the method of choice across the Acquisition Workforce Community. Included within this goal is the migration of acquisition and logistics operations to digital methodologies and products by the year 2002. This policy was re-emphasized in the Defense Reform Initiative of November, 1997, and in Dr. Gansler's Memo of 4 March 1998 on DOD IDE operations which stated that "The focus of the IDE effort should be on "integrated" digital information, not simply "paperless" operations."

This elective will review the integrated data environment (IDE) policy, a discussion of IDE systems available to DOD activities, provide an overview of the Continuous Acquisition and Life-Cycle Support (CALS) concept - including a demonstration of the CALS Reference Toolkit - and provide for some practical use of the Government Concept of Operations Generator (in the Reference Toolkit) in creating IDE requirements an RFP. The elective will also provide some insight into future capabilities using advance information technologies. Additional information regarding the CALS Reference Toolkit and CALS training is available on the CALS homepage: WWW.ACQ.OSD.MIL/CALS.

PRESENTATION METHOD: Lecturer/Discussion/Working Demonstration of CALS Reference Toolkit and IDE technology in use today in active programs.

REMARKS: This elective will be augmented by experts in the IDE field who are familiar with current DOD CALS policy and have hands-on experience with the implementation of the CALS and IDEs. This course is designed for participants whose functional disciplines and/or program offices will be impacted by CALS/IDE concepts. Additional information is available on the CALS Homepage: WWW.ACQ.OSD.MIL/CALS.

405

TITLE: SURVIVING ENVIRONMENTAL, SAFETY AND HEALTH (ESH) INTEGRATION: A PRACTICAL APPROACH

FUNCTIONAL DISCIPLINE: Manufacturing Management (MM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** - 40

INSTRUCTOR: MR. CARMEN DIGIANDOMENICA/POLLUTION PREVENTION PLANNING, INC.

SPONSOR: W. SNYDER/MANUFACTURING MANAGEMENT/ BLDG 209/RM 213/ EXT (703) 805-3762

PURPOSE AND OBJECTIVES: We've all heard the threat that ESH violations can land you in jail. A more likely reality in program management is that a slip in addressing this important area can stop a program cold. Here is a down to earth, comprehensive look at the ESH issues that impact acquisition programs, from a program management perspective. Put yourself inside the decision cycle at all stages of a program to understand the trade-offs between design, ease of manufacture, and life cycle cost a program manager must make to successfully integrate ESH into a program. Ripe with real-world examples, this class tackles ESH in a systems engineering framework, focusing on the risk management process and how program managers interact with their industry counterparts. Section 4.3.7 of DOD 5000.2-R requires that all programs address ESH. Here is a common sense, plain language approach to give you the tools to understand and meet that mandate in today's Acquisition Reform environment.

PRESENTATION METHOD: The instructor uses real world examples, discussion and a short case study to show how program managers would think through ESH integration.

REMARKS: This class picks up where the APMC curriculum leaves off. Discover the traps and escapes for dealing with ESH issues.

406

TITLE: SIMULTANEOUS MANAGEMENT

FUNCTIONAL DISCIPLINE Principles of Program Management (PM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 10 **MAX** – 20

INSRUCTORS: DR. ALEXANDER LAUFER/UNIV OF MARYLAND/VISITING PROFESSOR FROM ISRAEL/EXT (301) 405-1341

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208 EXT (703) 805-5425

PURPOSE AND OBJECTIVES: To share ideas from Dr. Laufer's new book on project management.

PRESENTATION METHOD: Seminar and discussion led by the author.

REMARKS: Dr. Alexander Laufer is a Visiting Professor in the Civil Engineering Department of the University of Maryland in College Park. His permanent position is Vice Dean of Graduate Studies at the Technion- Israel Institute of Technology. Dr. Laufer is an experienced project manager and consultant with clients including Proctor & Gamble, Israel Electric Corporation, and the Israel Defense Forces. He is the author of more than 90 publications. In this elective, Dr. Laufer will review selected concepts from his latest book "Simultaneous Management: Managing Projects in a Dynamic Environment" which was published by the American Management Association.

407

TITLE: LEADERSHIP AND THOSE ANACLITIC DEPRESSION BLUES

FUNCTIONAL DISCIPLINE Managerial Development (MD)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 10 **MAX** – 20

INSRUCTORS: DR. JERRY HARVEY/GEORGE WASHINGTON UNIV.

SPONSOR: O. GADEKEN/EDUCATION DEPT/BLDG 205/RM 208 EXT (703) 805-5425

PURPOSE AND OBJECTIVES: To hear first-hand from one of the leading organizational development thinkers and writers of our time.

PRESENTATION METHOD: Seminar led by Dr. Harvey

REMARKS: Dr. Harvey has the rare ability to combine insightful commentary on organizational dynamics with old-fashioned Texas humor. His "Abilene Paradox," first recorded at DSMC, is now famous. But that is only one of Jerry's unique contributions to modern management practice. Come to this seminar to hear many others. Recommend participants view "The Abilene Paradox" in the Learning Resource Center prior to this session.

408

TITLE: INTELLECTUAL PROPERTY LAW FOR DUMMIES ("Proprietary Data", Software, Tech Data, Patents, and Trade Secrets – How These Insignificant Things Can Impede Your Program and How To Avoid This From Happening.)

FUNCTIONAL DISCIPLINE Contract Management (CM)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 10 **MAX** – 25

INSRUCTORS: JERRY COOKE/ESQ/JERRY A. COOKE & ASSOCIATES/DSMC ADJUNCT FACULY MEMBER
RONDALD F. SANDLER/ESQ

SPONSOR: R. KWATNOSKI/COURSE DIRECTOR/INTERNATIONAL PROGRAMS/BLDG 226/RM111 EXT (703) 805-4613

PURPOSE AND OBJECTIVES: To provide program managers an overview of the intellectual property (IP) issues that could directly impact their ability to manage and conduct a successful program. Subjects to be covered include rights in computer software, patents, technical data rights, "proprietary data, " copyrights, trade secrets, and criminal penalties for violation of IP rights. Emphasis will be placed on the practical aspects of the impact of IP rather than on the legalistic.

PRESENTATION METHOD: Lecture/Discussion

REMARKS: This lecture will answer these frequently asked questions: Who owns the software developed under the contract? What rights does the Government acquire? Who owns the inventions made under my contracts? Can the owner of an existing patent stop my procurement if it infringes his/her patent? Can the owner of existing data stop my procurement? Who owns the data rights generated under my contract? How can I acquire sufficient rights to permit me to do a follow-on competitive procurement? What problems can I get into if I release "proprietary information" of one contractor to another contractor? What can I do if I disagree with the "Company Proprietary" legend that my contractor stamps on the drawings delivered under my contract?

409

TITLE: CASE STUDY ON THE ROLLING AIRFRAME MISSILE (RAM) INTERNATIONAL COOPERATIVE ACQUISITION PROGRAM

FUNCTIONAL DISCIPLINE International Acquisition (IN)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 4 **MAX** – 20

INSRUCTORS: R. KWATNOSKI/COURSE DIRECTOR/INTERNATIONAL PROGRAMS/BLDG 226/RM 111/EXT (703) 805-4592 AND C. COOPER/DSMC/BLDG 226/RM 207/EXT (703) 805-4613

SPONSOR: R. KWATNOSKI/COURSE DIRECTOR/INTERNATIONAL PROGRAMS/BLDG 226/RM 111/EXT (703) 805-4592

PURPOSE AND OBJECTIVES: This elective covers the highlights of the ongoing Rolling Airframe Missile (RAM) program, a cooperative development effort between the U. S. and the Federal Republic of Germany. The student will read the factual material presented in the case study, and engage in discussion and analysis regarding management issues and lessons learned. At the end of the elective, the student should have a grasp of at least three cooperative development issues present in the RAM international program, and a number of lessons learned relative to international cooperative development programs.

PRESENTATION METHOD: A student guide for the RAM program case study will be handed out, and time will be allotted to review the document and complete selected exercise tasks incorporated into the guide. The instructors will then facilitate a class discussion focusing on international aspects of the RAM program and international cooperative programs in general.

REMARKS: Current DOD policy stresses the cost-effectiveness and interoperability aspects of international cooperative programs. The key points brought out by this elective should prove useful to most acquisition specialists.

410

TITLE: BASIC UNDERSTANDING OF SPACE AND SATELLITE SYSTEMS

FUNCTIONAL DISCIPLINE: Acquisition Policy (AP), Systems Engineering Management (SE), Principles of Program Management (PM)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN – 15 **MAX** – 40

INSRUCTORS: CAPT DAVE MALINOWSKI, CAPT DAVE SCULLY/HQ SPACE WARFARE CENTER

SPONSOR: F. WEISHOFF/EXECUTIVE INSTITUTE/BLDG 202/RM 209B/EXT (703) 805-4931

PURPOSE AND OBJECTIVES: This elective provides a basic look at space and satellite systems. The elective will focus on the unique nature of the space operating environment and the functions of space-based assets. Topics covered include the basics of orbital tactics/mechanics, US lift capabilities, the functions/missions of US satellite systems (i.e. navigation, communication, etc.), and the capabilities of foreign space programs.

PRESENTATION METHOD: Lecture/Discussion and Guest Expert Presentation.

REMARKS: This elective is intended for students with little or no background in space an satellite systems. The purpose is to provide students with a basic understanding of these unique systems and their missions/capabilities.

411

TITLE: DISTRIBUTED INTERACTIVE SIMULATION DEMONSTRATION
Acquisition Modeling & Simulation Track: Lesson 2

FUNCTIONAL DISCIPLINES: Systems Engineering (SE), Manufacturing Management (MM) and Test & Evaluation (TE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MAX - 30 **MIN** - 20

INSTRUCTORS: Mr. Randy Zittel, Systems Engineering Dept.
LtCol Russ Barbero, Manufacturing Management Department
DOD & industry leaders in M&S

			Track Lessons
Randy Zittel	5-5267	zittelr@dsmc.dsm.mil	1,2,3,5
LtCol Russ Barbero	5-5087	Barberor@dsmc.dsm.mil	4

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: Refer to Elective 385A for a complete discussion of the entire M&S Track. This second lesson of the elective track provides an understanding of the Distributed Interactive Simulation capability, also equally called Advanced distributed Simulation within DOD. This is a demonstration of an actual DIS exercise, using the Simulation Center facilities of the Institute for Defense analysis (IDA). Students travel to IDA by POV or Army bus and observe DIS in operation. In addition, students have an opportunity to use live M-1 Abrams, M-2 Bradley and HMMWV full-size simulators operating in an interactive Korean terrain scenario.

PRESENTATION METHOD: Live replay of an earlier Initial Operational T&E (IOT&E) exercise using distributed interactive crew full-size simulators operating on the Defense simulation InterNet.

REMARKS: Subject area is a continuation of the 3-hour introductory track lesson., but goes much further into the detail of the value of DIS/ADS as an acquisition tool. This lesson is supported by the OSD Director for Test, Systems Engineering and Evaluation Office, Defense Modeling & Simulation Office (DMSO), Army Simulation Training & Instrumentation Command, the Naval Air Warfare Center Training Systems Division and the Institute for Defense Analysis. Handouts of relevant publications, recent Service studies, brochures, points of contact, definitions, and other important information is available to lesson participants.

SCOPE: This is an extensive treatment of modeling and simulation to familiarize PM's and engineers with the tremendous positive impacts and existing limitations of modeling & simulation on program cost, schedule and quality. The material will cover the spectrum of program management, systems engineering, design, test and evaluation, and manufacturing planning.

WHO SHOULD ATTEND: APMC participants interested in the power and capability of M&S **to augment** all elements of their program operation.

FORMAT: The 16 credit-hour track consists of the following five lessons. Elective 385A can be taken alone, but must be taken as a prerequisite to elective 411A, 412A, 413A, 414A, or any combination thereof. The entire track provides the largest discussion of M&S in DAU.

385A	Overview of Modeling & Simulation (3 hrs)	1
411A	Distributed Interactive Simulation Demonstration (3 hrs)	2
412A	Simulation Based Design Program (DARPA) (2 hrs)	3
413A	***FacSim™*** Manufacturing Simulation Exercise (4 hrs) (actual student operation)	4
414A	M&S in Test & Evaluation (DT&E/OT&E/LFT&E) (2 hrs)	5

412

TITLE: SIMULATION BASED DESIGN (DARPA)
Acquisition Modeling & Simulation Track: Lesson 3

FUNCTIONAL DISCIPLINES: Systems Engineering (SE), Manufacturing Management (MM), Test & Evaluation (TE)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MAX - 30 **MIN** - 20

INSTRUCTORS: Mr. Randy Zittel, Systems Engineering Dept.
LtCol Russ Barbero, Manufacturing Management Department
DOD & industry leaders in M&S

			Track Lessons
Randy Zittel	5-5267	zittelr@dsmc.dsm.mil	1,2,3,5
LtCol Russ Barbero	5-5087	Barberor@dsmc.dsm.mil	4

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: Refer to Elective 385A for a complete discussion of the entire M&S Track. This third lesson of the elective track is a presentation on the DARPA Simulation Based Design Advanced Research Program. This provides an understanding of the advanced capability of interactive simulation tools using an integrated system database by the DARPA Program Manager. SBD is a testbed to prove and demonstrate the advancing capability being provided by interactive operation of CAD/CAM and other life cycle simulations.

PRESENTATION METHOD: Interactive presentation and discussion with the DARPA Program Manager.

REMARKS: Subject area is a continuation of the 3-hour introductory track lesson. This lesson is supported by the OSD Director for Test, Systems Engineering and Evaluation Office, Defense Modeling & Simulation Office (DMSO), Army Simulation Training & Instrumentation Command, the Naval Air Warfare Center Training Systems Division and the Institute for Defense Analysis. Handouts of relevant publications, recent Service studies, brochures, points of contact, definitions, and other important information is available to lesson participants.

SCOPE: This is an extensive treatment of modeling and simulation to familiarize PM's and engineers with the tremendous positive impacts and existing limitations of modeling & simulation on program cost, schedule and quality. The material will cover the spectrum of program management, systems engineering, design, test and evaluation, and manufacturing planning.

WHO SHOULD ATTEND: APMC participants interested in the power and capability of M&S **to augment** all elements of their program operation.

FORMAT: The 16 credit-hour track consists of the following five lessons. Elective 385A can be taken alone, but must be taken as a prerequisite to elective 411A, 412A, 413A, 414A, or any combination thereof. The entire track provides the largest discussion of M&S in DAU.

385A	Overview of Modeling & Simulation (3 hrs)	1
411A	Distributed Interactive Simulation Demonstration (3 hrs)	2
412A	Simulation Based Design Program (DARPA) (2 hrs)	3
413A	***FacSim™*** Manufacturing Simulation Exercise (4 hrs) (actual student operation)	4
414A	M&S in Test & Evaluation (DT&E/OT&E/LFT&E) (2 hrs)	5

413

TITLE: ***FacSim™*** Manufacturing Simulation Exercise
Acquisition Modeling & Simulation Track: Lesson 4

FUNCTIONAL DISCIPLINES: Systems Engineering (SE), Manufacturing Management (MM), Test & Evaluation (TE)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0.5

CLASS SIZE: MAX - 30 **MIN** - 20

INSTRUCTORS: Mr. Randy Zittel, Systems Engineering Dept.
LtCol Russ Barbero, Manufacturing Management Department
DOD & industry leaders in M&S

			Track Lessons
Randy Zittel	5-5267	zittelr@dsmc.dsm.mil	1,2,3,5
LtCol Russ Barbero	5-5087	Barberor@dsmc.dsm.mil	4

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: Refer to Elective 385A for a complete discussion of the entire M&S Track. This fourth lesson of the elective track is an actual hands-on operation of a commercial manufacturing simulation to demonstrate the power of simulation in manufacturing planning. It is conducted in 2 classrooms where each participant manufactures an item, and then conducts an analysis using the ***FacSim™*** Manufacturing Simulation to determine production choke points, output rates, different workstation requirements, production staffing and overhead. The simulation is operated in a DSMC automated classroom where each participant operates her/his own simulation.

PRESENTATION METHOD: Interactive student operation. Each student receives sufficient training to use the simulation, and is further assisted by the instructor.

REMARKS: Subject area is a continuation of the 3-hour introductory track lesson. Handouts of relevant publications, recent Service studies, brochures, points of contact, definitions, and other important information is available to lesson participants.

SCOPE: This is an extensive treatment of modeling and simulation to familiarize PM's and engineers with the tremendous positive impacts and existing limitations of factory modeling & simulation on program cost, schedule and quality.

WHO SHOULD ATTEND: APMC participants interested in the power and capability of M&S **to augment** all elements of their program operation.

FORMAT: The 16 credit-hour track consists of the following five lessons. Elective 385A can be taken alone, but must be taken as a prerequisite to elective 411A, 412A, 413A, 414A, or any combination thereof. The entire track provides the largest discussion of M&S in DAU.

385A	Overview of Modeling & Simulation (3 hrs)	1
411A	Distributed Interactive Simulation Demonstration (3 hrs)	2
412A	Simulation Based Design Program (DARPA) (2 hrs)	3
413A	***FacSim™*** Manufacturing Simulation Exercise (4 hrs) (actual student operation)	4
414A	M&S in Test & Evaluation (DT&E/OT&E/LFT&E) (2 hrs)	5

414

TITLE: M&S in Test & Evaluation (DT&E/OT&E/LFT&E) Acquisition Modeling & Simulation Track: Lesson 5

FUNCTIONAL DISCIPLINES: Systems Engineering (SE), Manufacturing Management (MM), Test & Evaluation (TE)

CREDIT HRS: 3 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 1

CLASS SIZE: MAX - 30 **MIN** - 20

INSTRUCTORS: Mr. Randy Zittel, Systems Engineering Dept.
LtCol Russ Barbero, Manufacturing Management Department
DOD & industry leaders in M&S

			Track Lessons
Randy Zittel	5-5267	zittelr@dsmc.dsm.mil	1,2,3,5
LtCol Russ Barbero	5-5087	Barberor@dsmc.dsm.mil	4

SPONSOR: R. ZITTEL/SYSTEMS ENGR DEPT/BLDG 208/RM 111/EXT (703) 805-5267

PURPOSE AND OBJECTIVES: Refer to Elective 385A for a complete discussion of the entire M&S Track. This fifth and last lesson of the elective track is a discussion of the applications and opportunities of modeling and simulation in the various phases of DOD developmental, operational and live fire testing. This provides an understanding of the advanced capability of simulation tools in this expensive area of acquisition.

PRESENTATION METHOD: Interactive presentation and discussion with a subject matter expert from the T&E community. Previous guests have been from the Defense Modeling & Simulation Office (OSD/DDR&E), Navy PEO for Theater Air Defense and the Navy Operational Test Force (COMOPTEVFOR).

REMARKS: Subject area is a continuation of the 3-hour introductory track lesson. This lesson is supported by the OSD Director for Test, Systems Engineering and Evaluation Office, Defense Modeling & Simulation Office (DMSO), Army Simulation Training & Instrumentation Command, the Naval Air Warfare Center Training Systems Division and the Institute for Defense Analysis. Handouts of relevant publications, recent Service studies, brochures, points of contact, definitions, and other important information is available to lesson participants.

SCOPE: This is an extensive treatment of modeling and simulation to familiarize PM's and engineers with the tremendous positive impacts and existing limitations of modeling & simulation on program cost, schedule and quality. The material will cover the spectrum of program management, systems engineering, design, test and evaluation, and manufacturing planning.

WHO SHOULD ATTEND: APMC participants interested in the power and capability of M&S **to augment** all elements of their program operation.

FORMAT: The 16 credit-hour track consists of the following five lessons. Elective 385A can be taken alone, but must be taken as a prerequisite to elective 411A, 412A, 413A, 414A, or any combination thereof. The entire track provides the largest discussion of M&S in DAU.

385A	Overview of Modeling & Simulation (3 hrs)	1
411A	Distributed Interactive Simulation Demonstration (3 hrs)	2
412A	Simulation Based Design Program (DARPA) (2 hrs)	3
413A	***FacSim™*** Manufacturing Simulation Exercise (4 hrs) (actual student operation)	4
414A	M&S in Test & Evaluation (DT&E/OT&E/LFT&E) (2 hrs)	5

415

TITLE: PLANNING, PROGRAMMING & BUDGETING REFRESHER

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX** – N/A

INSTRUCTOR: R. BOHLS/FUNDS MANAGEMENT/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

PURPOSE AND OBJECTIVES: This elective introduces the fundamentals of the internal DOD system for Planning, Programming, and Budgeting (PPBS). PPBS is a cyclic process consisting of three distinct but interrelated phases: planning, programming, and budgeting. It establishes the framework and provides the mechanisms for decision making for the future and provides the opportunity to reexamine prior decisions in light of the present environment. The ultimate objective of the PPBS is to provide the CINCs with the best mix of forces, equipment, and support that is attainable within established fiscal constraints.

PRESENTATION METHOD: Lecture and discussion.

REMARKS: This is an introductory level elective intended for students who may require review and/or refresher of the PPBS system prior to the advanced instruction received in the Funds Management curriculum.

416

TITLE: DOD PPBS BUDGET POLICIES REFRESHER

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX** – N/A

INSTRUCTOR: R. BOHLS/FUNDS MANAGEMENT/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

PURPOSE AND OBJECTIVES: This elective introduces the fundamentals of the extensive array of funding policies that must be used to turn the program cost estimate into a program budget request: appropriations and their uses, incremental funding for RDT&E, full funding for procurement and military construction, annual funding for operations & maintenance and military personnel. Exceptions to the policies: product improvement, advance procurement, and multi-year procurement. Finally the escalation of the constant dollar cost estimate to the then year dollars budget request.

PRESENTATION METHOD: Lecture and discussion.

REMARKS: This is an introductory level elective intended for students who may require review and/or refresher of the DOD funding policies prior to the advanced instruction received in the Funds Management curriculum.

417

TITLE: DOD BUDGET EXECUTION REFRESHER

FUNCTIONAL DISCIPLINE: Funds Management (FM)

CREDIT HRS: 2 **CLASSROOM HRS:** 2 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 6 **MAX** – N/A

INSTRUCTOR: R. BOHLS/FUNDS MANAGEMENT/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

SPONSOR: R. BOHLS/FUNDS MGT DEPT/BLDG 206/RM 205/EXT (703) 805-3599

PURPOSE AND OBJECTIVES: This elective introduces the fundamentals of the DOD budget execution process: the apportionment process which updates the financial plans to achieve the most effective and economical use of the funds made available, the flow of funds through management channels to the program office, and the use of funds by the program office. Procedures and policies covered include obligation and expenditure plans, reporting systems (DFAS), reprogramming of funds, expired funds and the laws governing the use of funds (Misappropriation and Antideficiency)

PRESENTATION METHOD: Lecture and discussion.

REMARKS: This is an introductory level elective intended for students who may require review and/or refresher of the DOD budget execution policies prior to the advanced instruction received in the Funds Management curriculum.

418

TITLE: U.S. ARMY'S "OWN THE NIGHT"

FUNCTIONAL DISCIPLINE: Test and Evaluation (TE)

CREDIT HRS: 4 **CLASSROOM HRS:** 4 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** – 30

PRIORITY PLACEMENT FOR SECTIONS E & F

INSTRUCTORS: LTC CURTIS MCCOY/PM 2ND GENERATION FLIR/EXT (703) 704-1192
MR JIM SCHAFFER/EXT (703) 704 1319

SPONSOR: J. GOULD/TEST & EVALUATION DEPT/BLDG 208/RM 207/EXT (703) 805-4975

PURPOSE AND OBJECTIVES: The purpose of this elective is to visit with the Army's Night Vision Program Office to discuss: acquisition strategy, life cycle procurement, test operations and program administrative issues. Briefings will define stages each separate program is in.

PRESENTATION METHOD: After briefings/discussions with the PM and staff, students will have a hands on experience of operating night vision equipment such as aviation goggles, M1A1 tank sights, light up the night equipment mounted on a Bradley, and conduct M-16 firings on the night vision indoor range fitted armed with an Infantryman's rifle and sighting equipment. Safety instructors will monitor all firings.

REMARKS: Students will take a bus to the Night Vision Laboratory located on Fort Belvoir. Visit will be unclassified. Escort badges will be issued.

419

TITLE: SIMULATION BASED ACQUISITION WORKSHOP

FUNCTIONAL DISCIPLINE: Systems Engineering (SE), Test and Evaluation (TE)

CREDIT HRS: 3 **CLASSROOM HRS:** 3 **OUTSIDE PREP HRS:** 0

CLASS SIZE: MIN - 5 **MAX** – 15

INSTRUCTORS: LTC MIKE JOHNSON, USA, RESEARCH FELLOW
LTCOL MAC MCKEON, USMC, RESEARCH FELLOW
Lt Col TERRY SZANTO, USAF, RESEARCH FELLOW

SPONSOR: J. SABLE/RCID/BLDG 205/RM 107/EXT (703) 805-5406

PURPOSE AND OBJECTIVES: Simulation Based Acquisition (SBA) is a new initiative which hopes to revolutionize defense systems acquisition by considerably reducing cycle time and total cost. The DSMC Research Fellows have chosen SBA as their topic this year. This workshop will explore the key pillars of SBA, and discuss how a program manager can get the most out of using modeling and simulation technology in his program. Dr. Gansler's 16 Mar 98 Memo, "Modeling and Simulation (M&S) in Defense Acquisition ," states "…it is essential that we plan for the use of M&S in our acquisition strategies. I expect programs to make the up front investment in M&S application and technology and will be looking for evidence of that investment in program planning and execution."

PRESENTATION METHOD: This one-time class will be a workshop conducted in the Management Deliberation Center, using state-of-the-art collaborative decision-making tools. Participants will gain significant insights from each other about revolutionary uses of modeling and simulation in systems acquisition, using the research fellows' work to date as a starting point. Results of the workshop will be incorporated into the Fellows' final report, to be published by the DSMC Press in Aug 98.

REMARKS: There is a lot of current interest in SBA, as evidenced by the number of recent conferences and activities: Army SBA Conference 21-22 Jan 98 in Orlando; NDIA SBA Workshop 17-19 Mar 98 in Orlando; ITEA Crosstalk Conference 20-21 May 98 on the theme "Reducing Risk, Time, and Resources using Simulation in Support of Acquisition" in Fairfax, VA; and the on-going SBA Task Force chartered by OSD and the services which is due to report in Oct 98.

SCOPE: The workshop is intended to be hands-on and participatory.

WHO SHOULD ATTEND: Participants should have a working knowledge of modeling and simulation, and ideally have hands-on program experience with M&S.